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ABSTRACT

Designed to provide information on the Iowa community colleges' overall financial performance for fiscal year (FY) 1996, this report reviews individual budgets for the state's 16 community colleges and provides a compilation of statewide budget data. Following an introduction, data are presented on the colleges' fund balances, or the sum of current assets less current liabilities, and cash reserves for 1993 to 1995, indicating that for FY 1995 the colleges unrestricted fund balance represented 7.73% of total expenditures. Next, tables are presented for FY 1993 through FY 1996 showing revenues and expenditures for each college and state totals, indicating that in FY 1996 the colleges had a total revenue of $253,612,684 and total disbursements of $252,886,039. The report then provides a financial condition worksheet distributed to the colleges to determine if 1996 working budgets reflected original expectations, as well as narratives from the 16 colleges discussing financial plans and performance for FY 1996. Finally, an analysis of the findings and trends is presented, indicating that federal aid has decreased by 6.54% since 1993 and tuition and fees have increased, currently representing over 33% of college revenues. Appendixes include a glossary of terms; graphs of revenues, expenditures, and enrollment for FY 1993-FY 1995; and a table showing community college tuition and fees for 1995-96. (TGI)

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ED 397 862

FINANCIAL STATUS OF IOWA'S COMMUNITY COLLEGES

APRIL 1996

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FINANCIAL STATUS OF IOWA'S COMMUNITY COLLEGES

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INTRODUCTION

Since 1992, the Department of Education has prepared an annual report on the ***Financial Status of Iowa's Community Colleges***. This report provides the State Board with an opportunity to review the community colleges' overall financial performance by reviewing their working budgets along with individual college assessments of their current budgets. This report highlights each individual college budget and provides a state compilation of budget data.

The staff and administrators of the Division of Community Colleges and Workforce Preparation wish to acknowledge and thank the 15 college presidents and their staff for their assistance in developing this report. The figures noted in this report were confirmed with each college in February 1996.

State Board Community College Budget Approval

The State Board of Education has statutory responsibility for approval of the community college budgets (**260C.17**). The board of directors of each college prepares an annual budget designating proposed expenditures and amounts which are to be raised by local taxation and by other sources. This budget must be submitted to the State Board no later than May 1. The State Board reviews budgets prior to June 1. Each college board of directors certifies the budgets to the respective county auditors for levy of taxes. The "certified budgets" are published in the local papers for any public comment prior to a local budget hearing. The community colleges can not exceed expenditures on the "certified budget" without approved amendments. The Division of Community Colleges and Workforce Preparation staff prepare the community colleges' "certified budgets" for presentation to the State Board in May.

Purpose of this Report

In May, when the State Board is asked to approve community college budgets, some major revenue sources and expenditures such as state aid and salaries are not yet known. To give members of the State Board a better picture of the community colleges' working budgets, this report was developed.

Report Highlights

One indication of the relative health of a public agency is the size of its general fund balance. The fund balance is measured by subtracting expenditures from revenues and adding the result to the previous fund balance. If expenditures are less than revenues in a given year, the fund balance will increase. Conversely, if revenues are less than expenditures, there will be a current fund balance deficit, and the overall fund balance will decrease. Generally, most public institutions try to achieve 8-15% general fund balance. The minimum fund balance should cover all expected expenditures for at least one month. **Section B** of this report depicts the General Fund Balances for the period of 1993-1995. The data in Table 1 indicate that the state average fund balance for 1995 is 7.73%. Historically, the State Auditors office, the Department of Education and college administrators have agreed that an adequate general fund balance is 8% or above. Any drop in general fund balance is of concern to an institution.

As noted in **Table 1**, individual colleges vary considerably in their percentage of expenditures held in general fund balances. The range in fund balances is from 3.94 % to 14.58%. The colleges that note a lower fund balance acknowledge it as a priority to increase the percentage of fund balance and are committed to improving this balance.

The 1993, 1994 actual, unaudited 1995 actual and 1996 working budgets for each community college are noted in **Section C:** Revenues and Expenditures. The revenues, expenditures, beginning and ending fund balances are provided for each community college. The percentage of change from 1993 actual to the 1996 working budget is noted. As a budget is prepared, college staff must make assumptions about future enrollments, revenues and expenditures as well as review past year's budgets to determine the current year's working budget (ie: FY 96 working budget). The data in this report indicates the 1996 working budget as it was three months into FY 96 and may not reflect the information noted in their audited 1996 financial information at the end of the year.

In order to obtain the college staff's view of meeting or exceeding their 1996 budget projections, they responded to a simple worksheet the Department of Education sent to them entitled "College Economic Indicators." The state wide responses on this worksheet are reported in **Section D:** Financial Condition Survey. The general economy has an impact on enrollment; for example, a prosperous Iowa economy often reflects a reduction in college enrollment and thus an impact on tuition income.

College staff were asked by the Department of Education to provide a one-page narrative describing their current financial status. Their responses are reported in **Section E:** College Narratives. They were asked to respond to any impact enrollments might have had on their finances; unforeseen expenditures and revenues; cash flow problems; changes in fund balances; successes in new programs and initiatives; and changes in leadership and organization. These narratives outline a more qualitative aspect of the college operations and provide context for the budget data.

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In **Section F** Analysis, Observation, and Trends of state data are discussed. **Appendix B** presents supplementary data and graphs on statewide enrollments and percentages of funding in each budget category.

This report is an attempt to focus on the internal operating issues that are within the control of college administrators. In future years, the Division will refine and improve data collection to help focus on areas that affect the financial resources of Iowa's Community Colleges.

B. FUND BALANCES STATUS, 1993-1996

Fund balances are a fairly good indicator of the overall financial condition of a community college. **Although opinions differ on the appropriate amount to maintain in the general fund balance, it is common practice to target 8% to 15% of general fund expenditures.** Fund balances are not the same as cash balances. Cash balances reflect "money in the bank;" fund balances in the general fund reflect community college equity in its current assets. *It is possible to have a fund balance problem even when cash liquidity is adequate.

Impact of State Aid Payment Schedule Change

Previously, the Iowa state general aid payments were received in four installments, requiring income to be noted as "receivable". The "cash" was not available for several months and the colleges had to borrow to cover expenses if they did not have sufficient cash balances. Beginning in FY 96, state general aid payments have been made on a monthly schedule, thus improving the financial condition of the college and reducing the need to borrow funds. By paying the community colleges on the 15th day of each month @ one-twelfth the annual appropriations, the benefit to the colleges is a great improvement in cash flow. We don't yet know the exact amount of difference in interest earned. The following is an example, however, to illustrate what difference this is likely to be. The following tables reflect the change gained in receiving monthly payments by illustrating the state's appropriation if an institution received interest from four installments of aid or 12 equal payments. The example will use FY 95's total appropriation ($120,871,270) and a 4% interest rate up to June 1995.

Example of State Appropriations Schedule

4 Payments, Paid 45 days after the End of Each Quarter

Payment Date	Amount	Interest Earned to	6/30/95@4%
15 Nov. 95	34,807,013	865,884	227 days@4%
15 Feb.96	34,807,013	514,953	135 days@4%
15 May 96	34,807,013	171,651	45 days @4%
15 Aug. 96	16,450,231	(82,927)	-46 days @4%
Total FY 96	120,871,270	1,469,561	
		(value of $120,871,270 to FY 95 @4%)	

* Current assets include: cash, accounts/notes receivable, prepaid expense and deposits. Current liabilities include payroll, all payables, anticipatory warrants and deposits refundable. Fund balance is sum of current assets less current liabilities.

12 Equal Payments Paid on the 15th Day of Each Month

Payment Date	Amount		Interest Earned to 6/30/95 @4%
15 Jul. 95	10,072,606	386,347	350 days @4%
15 Aug. 95	10,072,606	352,127	319 days @4%
15 Sept. 95	10,072,606	317,908	288 days @45
15 Oct. 95	10,072,606	284,793	258 days @4%
15 Nov. 95	10,072,606	250,573	227 days @4%
15 Dec. 95	10,072,606	217,458	197 days @4%
15 Jan. 96	10,072,606	183,239	166 days @4%
15 Feb. 96	10,072,606	149,019	135 days @4%
15 Mar.96	10,072,606	118,112	107 days @4%
15 Apr. 96	10,072,606	83,892	76 days @4%
15 May 96	10,072,606	50,777	46 days @4%
15 Jun. 96	10,072,606	16,558	15 days @4%
Total FY 96	120,871,270	2,410,802	(=value of $120,871,270 to FY 96 @4% when received)

$2,410,802 Value of appropriations received on 1st day of quarter
$1,469,561 LESS value of appropriations received per quarterly schedule
$ 941,241 = net benefit to the community college system

Fund Balances

Table 1 shows the unrestricted fund balances for the unrestricted general fund (fund 1) for the community colleges from FY 93-95 and the fund balance change from 1994-1995. The "Fund Balance Change 1994-1995" represents the percentage of increase or decrease in the fund balance over that time period. Statewide, the fund balances have decreased by 2.87% with three colleges decreasing over 25%. Two colleges increased their fund balance by over 14%. Statewide, the fund balance has increased 9.30% from 1993.

The column, "Fund Balance Percentage of Total Expenditures," indicates the fund balance as a percentage of the general fund expense. Statewide, the average community college fund balance is below the accepted state goal of 8% and is an indication of concern.

Fund balances indicate financial stability, but present only one perspective of a community college's financial health.

WHAT DOES A GENERAL FUND BALANCE INDICATE?

DOES: Reflect the health of the general fund. **A healthy general fund will have a positive fund balance, though this does not guarantee a healthy institution.**
DOES NOT: Reflect the health of other funds. **Each fund has its own fund balance.**
DOES NOT: Reflect cash position. **Cash flow is a separate issue.**

2. WHAT DOES A FUND BALANCE DEFICIT INDICATE?

DOES: Indicate that fund liabilities exceed assets.
DOES NOT: Indicate the college is broke. Income streams can still cover current expense..nonetheless, a fund balance deficit is not a good sign.
DOES: Suggest a change in budget management is in order. **An adequate fund balance (e.g., one-month's reserve) should be allowed for in the budget.**
DOES NOT: Preclude a turnaround in future years. **Future spending and income patterns are changeable.**

3. WHAT DOES A FUND BALANCE SURPLUS INDICATE?

DOES: Indicate degree of fiscal health. **Positive fund balances are, over time, representative of revenue exceeding expenditures.**
DOES: Help when future budget conditions are shaky. **A healthy fund balance helps in the transition to new operating modes consistent with future expectations.**
DOES: Provide insurance against unexpected expenditures or revenue loss. **A positive fund balance is similar to a savings account--it can be used in hard times.**
DOES NOT: Represent a permanent income stream. **Fund balances are accumulated savings--if spent on recurring expenditure items, the fund balance will rapidly shrink.**
DOES NOT: Necessarily mean the institution is well-managed. **Fund balances do not tell you HOW money is spent.**
DOES NOT: Necessarily mean cash flow is adequate. **Accounts receivable do not help cash flow until the money is actually received.**

Table 1 also highlights the "Cash Reserve Fund Balance" for each college. In 1980 legislation was passed (Chapter **260C.22(3)**) that allowed the colleges to request a special levy over a two year period equal to five percent of the general fund expenditures. This fund was created to help alleviate the cash flow problems that occur when receivables have not yet been collected. All the colleges, except Western Iowa Tech Community College, requested this levy. Proceeds of the levy are maintained in a separate fund and, if used, must be repaid at the end of each fiscal year. These cash reserves now represent a smaller percentage than the five percent of general fund expenditures.

The change from quarterly to monthly state aid payments has lessened the need for a cash reserve, but has not eliminated the need for it. This year legislation has been proposed to allow the colleges to use this cash reserve fund for instructional technology and would allow Western Iowa Tech Community College to request a cash reserve levy in 1998 and 1999.

A cash reserve fund allows institutions to cover large expected or unexpected expenditures that occur occasionally without the necessity of borrowing funds until the institution has use of expected income (such as income from local tax levies, tuition, etc.).

TABLE 1

IOWA COMMUNITY COLLEGE
UNRESTRICTED FUND BALANCE
FY 93 - FY 95
AND
CASH RESERVE LEVY FY 95

COLLEGE	FY 93 Unrestricted Fund Balance (Fund 1 Only)	FY 94 Unrestricted Fund Balance (Fund 1 Only)	FY 95 Unrestricted Fund Balance (Fund 1 Only)	Fund Bal Change 1993-95	Fund Bal Change 1994-95	Fy 95 Fund Bal % of Total Exp	FY 95 Cash Reserve
Northeast Iowa	600,768	608,567	619,249	3.08%	1.76%	4.99%	238,000
North Iowa Area	1,315,601	1,433,603	1,339,354	1.81%	-6.57%	9.94%	285,793
Iowa Lakes	608,284	802,908	799,873	31.50%	-0.38%	7.30%	286,030
Northwest Iowa	369,025	198,414	196,354	-46.79%	-1.04%	3.94%	119,015
Iowa Central	816,348	889,469	619,830	-24.07%	-30.31%	4.62%	319,603
Iowa Valley	341,130	630,844	610,845	79.07%	-3.17%	5.10%	264,342
Hawkeye	447,693	1,013,467	1,264,193	182.38%	24.74%	7.49%	366,380
Eastern Iowa	1,385,776	1,478,296	1,580,637	14.06%	6.92%	7.05%	404,468
Kirkwood	1,728,863	1,933,520	2,213,082	28.01%	14.46%	6.12%	621,989
Des Moines Area	2,825,358	3,036,786	3,250,789	15.06%	7.05%	9.01%	755,088
Western Iowa Tech	644,228	808,842	834,061	29.47%	3.12%	6.18%	0
Iowa Western	1,724,456	2,008,863	2,115,845	22.70%	5.33%	12.31%	361,092
Southwestern	632,195	389,344	411,744	-34.87%	5.75%	6.41%	103,947
Indian Hills	2,944,272	3,505,638	2,559,722	-13.06%	-26.98%	14.58%	288,745
Southeastern	921,797	736,544	499,817	-45.78%	-32.14%	4.41%	231,408
TOTAL	**17,305,794**	**19,475,105**	**18,915,395**	**9.30%**	**-2.87%**	**7.73%**	**4,645,900**

1995 fund balance is unaudited

C. REVENUES AND EXPENDITURES REPORT, 1993-1996

In public fund accounting, budgets are balanced. That is, current revenues are balanced to current expenditures. If, at the end of the year, revenues exceed expenditures, a fund balance surplus will occur. Conversely, when expenditures are greater than revenues, a fund balance deficit will occur. Over the years, it has been common practice for colleges to gradually accumulate the fund balance up to some targeted amount--that is a cushion to unforeseen drops in revenues or increases in one-time expenditures.

Table 2 (pages 10-25) depicts trends in revenues and expenditures of each community college. The audited financial information of 1993, 1994 and the unaudited data for 1995 are provided for a more accurate view of each institution's working budget and a comparison of the **actual** 1993, 1994 and 1995 years. Column 6 in Table 2 indicates the percentage (%) that 1995 actual was to the 1996 working budget. For a view of the last three years, column 7 indicates the percentage (%) change from the 1993 audited actual to the 1996 working budget. Several of the colleges note a reduction in federal aid, a reduction in capital outlay, and in some cases expenditures to the physical plant. Expenditures will vary each year due to plans for purchasing and plans for a reduction in expenditure one year that may offset a large expenditure or capital outlay another year. **The beginning and ending fund balances are indicated for each community college**.

Table 2 (page 25) summarizes the community college data into statewide totals.

State general aid increased 14% from 1993; other state aid increased 27%. Other state aid includes additional funding for apprenticeship, specific state grants, etc. Statewide data indicate a steady increase in tuition revenues for a state percentage increase of 18% over the three-year period. Revenue from federal sources has been reduced by 6%.

Expenditures in Arts and Sciences function have increased by 18%, which is consistent with increases in enrollment. There is also an increase in cooperative programs and services of 50% which may reflect more activity with secondary schools. However, due to differences of reporting educational activities in this function, it is not possible to determine exact nature of increases in this area.

Salaries, services, materials and supplies have seen over a 15% increase and reflect an area of the expenditures with a direct impact on operations but which provides little flexibility. Salaries and benefits are a large percentage of the college budget.

Department of Education
Bureau of Community Colleges
FY 96 Working Budget

Table 2

(ACTUAL 1993–1995)

Area I – Northeast Iowa Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	546,799	600,768	608,567	619,249		13.25%
REVENUE SOURCES						
Student Fees	351,235	357,520	358,397	360,000	100.45%	2.50%
Tuition	3,817,140	4,032,978	4,495,776	4,566,144	101.57%	19.62%
Local Support	1,015,530	1,026,199	1,079,434	1,113,619	103.17%	9.66%
421 State General Aid	4,968,891	5,237,644	5,433,066	5,772,757	106.25%	16.18%
426–429 State Aid Other	56,294	59,770	83,418	60,092	72.04%	6.75%
430–449 Federal Aid	564,379	444,809	488,658	389,928	79.80%	-30.91%
Sales And Service	368	560	530	0	0.00%	-100.00%
Other Income	198,870	396,998	476,659	703,359	147.56%	253.68%
TOTAL REVENUE	10,972,707	11,556,478	12,415,938	12,965,899	104.43%	18.16%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	978,018	1,581,389	1,644,405	1,760,754	107.08%	80.03%
Vocational Technical	5,492,535	5,311,896	5,249,519	5,896,095	112.32%	7.35%
Adult Education	1,228,106	1,425,386	1,570,106	1,539,478	98.05%	25.35%
Cooperative Services	0	77,277	521,768	100,745	19.31%	0.00%
Administration	473,996	463,888	526,978	545,351	103.49%	15.05%
Student Services	671,329	742,096	785,613	813,199	103.51%	21.13%
Learning Resources	304,470	325,186	349,279	412,625	118.14%	35.52%
Physical Plant	860,696	597,723	607,613	657,987	108.29%	-23.55%
General Institution	898,096	1,023,838	1,149,975	1,239,665	107.80%	38.03%
TOTAL DISBURSEMENTS	10,907,246	11,548,679	12,405,256	12,965,899	104.52%	18.87%
EXPENDITURES BY CATEGORY						
Salaries	9,144,858	9,995,461	10,732,679	11,141,122	103.81%	21.83%
Services	1,233,837	1,026,684	1,067,940	1,177,486	110.26%	-4.57%
Matls, Supp & Travel	529,140	533,266	569,391	615,378	108.08%	16.30%
Current Expenses	(21,287)	(6,732)	35,245	31,913	90.55%	250.08%
Capital Outlay	20,697		0	0	0.00%	-100.00%
TOTAL DISBURSEMENTS	10,907,245	11,548,679	12,405,255	12,965,899	104.52%	18.87%
Adjustments	11,492	0	0	0		
Ending fund balance	600,768	608,567	619,249	619,249		

Department of Education
Bureau of Community Colleges
FY 96 Working Budget

Table 2

(ACTUAL 1993 – 1995)

Area II – North Iowa Area Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	1,377,477	1,315,601	1,433,603	1,339,354		-2.77%
REVENUE SOURCES						
Student Fees	253,522	269,525	333,731	340,070	101.90%	34.14%
Tuition	3,906,455	3,949,172	3,992,718	4,100,132	102.69%	4.96%
Local Support	792,802	802,155	791,063	802,165	101.40%	1.18%
421 State General Aid	5,987,300	6,308,214	6,534,443	6,806,992	104.17%	13.69%
426-429 State Aid Other	17,313	30,222	41,581	30,400	73.11%	75.59%
430-449 Federal Aid	594,061	497,148	499,961	473,790	94.77%	-20.25%
Sales And Service	292,934	423,451	393,013	256,239	65.20%	-12.53%
Other Income	786,224	825,343	800,403	829,309	103.61%	5.48%
TOTAL REVENUE	12,630,611	13,105,230	13,386,913	13,639,097	101.88%	7.98%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	3,941,087	4,044,920	4,044,330	3,975,822	98.31%	0.88%
Vocational Technical	2,363,500	2,287,256	2,296,070	2,240,501	97.58%	-5.20%
Adult Education	2,325,087	2,365,322	2,463,526	2,524,866	102.49%	8.59%
Cooperative Services	75,011	69,729	120,850	265,970	220.08%	254.57%
Administration	708,057	647,203	664,833	687,012	103.34%	-2.97%
Student Services	1,058,180	1,129,451	1,245,821	1,407,727	113.00%	33.03%
Learning Resources	355,246	367,121	408,118	427,751	104.81%	20.41%
Physical Plant	1,231,729	1,390,540	1,418,752	1,443,797	101.77%	17.22%
General Institution	634,590	685,686	818,862	829,755	101.33%	30.75%
TOTAL DISBURSEMENTS	12,692,487	12,987,228	13,481,162	13,803,201	102.39%	8.75%
EXPENDITURES BY CATEGORY						
Salaries	9,331,414	9,538,690	9,908,206	10,169,442	102.64%	8.98%
Services	2,248,640	2,320,880	2,266,479	2,429,845	107.21%	8.06%
Matls, Supp & Travel	868,933	884,074	980,541	996,014	101.58%	14.62%
Current Expenses	48,979	59,051	67,100	63,500	94.63%	29.65%
Capital Outlay	194,521	184,533	258,836	144,400	55.79%	-25.77%
TOTAL DISBURSEMENTS	12,692,487	12,987,228	13,481,162	13,803,201	102.39%	8.75%
Adjustments	0	0				
Ending fund balance	1,315,601	1,433,603	1,339,354	1,175,250		

Department of Education
Bureau of Community Colleges
FY 96 Working Budget

(ACTUAL 1993–1995)

Table 2

Area III – Iowa Lakes Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	509,308	608,284	802,908	799,873		57.05%
REVENUE SOURCES						
Student Fees	184,458	175,535	241,217	278,000	115.25%	50.71%
Tuition	2,908,439	3,156,243	3,376,055	3,968,000	117.53%	36.43%
Local Support	582,930	582,686	599,619	615,000	102.57%	5.50%
421 State General Aid	5,768,856	6,022,697	6,199,837	6,427,000	103.66%	11.41%
426–429 State Aid Other	49,640	53,578	44,455	40,000	89.98%	–19.42%
430–449 Federal Aid	425,520	402,545	343,496	339,000	98.69%	–20.33%
Sales And Service	15,541	5,893	11,612	67,000	576.99%	331.12%
Other Income	104,042	48,582	138,506	107,000	77.25%	2.84%
TOTAL REVENUE	10,039,426	10,447,759	10,954,797	11,841,000	108.09%	17.94%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	2,578,366	2,688,084	2,661,456	2,842,000	106.78%	10.22%
Vocational Technical	2,018,770	2,199,393	2,089,031	2,108,000	100.91%	4.42%
Adult Education	1,072,953	1,024,897	941,859	841,000	89.29%	–21.62%
Cooperative Services	588,912	328,229	926,129	905,000	97.72%	53.67%
Administration	485,714	577,448	549,855	633,000	115.12%	30.32%
Student Services	775,609	828,540	913,301	1,216,000	133.14%	56.78%
Learning Resources	466,912	487,964	511,760	610,000	119.20%	30.65%
Physical Plant	848,504	858,110	1,086,478	923,000	84.95%	8.78%
General Institution	1,107,418	1,258,954	1,277,963	1,763,000	137.95%	59.20%
Transfers						
TOTAL DISBURSEMENTS	9,943,158	10,251,619	10,957,832	11,841,000	108.06%	19.09%
EXPENDITURES BY CATEGORY						
Salaries	7,524,413	7,711,396	8,276,614	8,969,000	108.37%	19.20%
Services	1,011,264	1,123,608	1,434,754	1,337,000	93.19%	32.21%
Matls, Supp & Travel	597,352	626,291	746,202	926,000	124.10%	55.02%
Current Expenses	497,002	428,741	406,936	477,000	117.22%	–4.02%
Capital Outlay	313,127	361,582	93,326	132,000	141.44%	–57.84%
TOTAL DISBURSEMENTS	9,943,158	10,251,618	10,957,832	11,841,000	108.06%	19.09%
Adjustments	(2,708)	1,516		0		
Ending fund balance	608,284	802,908	799,873	799,873		

Department of Education
Bureau of Community Colleges
FY 96 Working Budget

Table 2

(ACTUAL 1993 – 1995)

Area IV – Northwest Iowa Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	467,036	369,025	198,414	196,354		-57.96%
REVENUE SOURCES						
Student Fees	132,946	147,612	145,134	141,000	97.15%	6.06%
Tuition	981,232	1,078,265	1,085,530	1,100,000	101.33%	12.10%
Local Support	422,655	425,798	450,253	459,951	102.15%	8.82%
421 State General Aid	2,717,115	2,834,268	2,921,681	3,131,482	107.18%	15.25%
426-429 State Aid Other	2,881	11,189	9,804	14,000	142.80%	385.94%
430-449 Federal Aid	262,549	239,961	238,357	193,029	80.98%	-26.48%
Sales And Service	910	600	1,744	1,000	57.34%	9.89%
Other Income	51,693	69,595	133,893	95,000	70.95%	83.78%
TOTAL REVENUE	4,571,981	4,807,288	4,986,396	5,135,462	102.99%	12.32%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	255,876	240,621	271,284	341,488	125.88%	33.46%
Vocational Technical	2,171,724	2,095,660	2,159,445	2,201,763	101.96%	1.38%
Adult Education	442,843	436,287	526,297	550,269	104.55%	24.26%
Cooperative Services	26,135	27,763	0	0	0.00%	0.00%
Administration	392,058	391,270	418,752	428,731	102.38%	9.35%
Student Services	291,916	323,196	379,498	390,381	102.87%	33.73%
Learning Resources	144,816	157,454	154,493	166,273	107.62%	14.82%
Physical Plant	431,748	537,557	559,511	561,163	100.30%	29.97%
General Institution	410,418	590,325	508,855	495,394	97.35%	20.70%
TOTAL DISBURSEMENTS	4,567,534	4,800,133	4,978,135	5,135,462	103.16%	12.43%
EXPENDITURES BY CATEGORY						
Salaries	3,195,071	3,314,556	3,480,849	3,599,695	103.41%	12.66%
Services	637,501	617,554	696,481	754,715	108.36%	18.39%
Matls, Supp & Travel	291,835	351,265	353,506	350,500	99.15%	20.10%
Current Expenses	109,064	184,134	90,452	6,200	6.85%	-94.32%
Capital Outlay	334,063	332,624	356,850	424,352	118.92%	27.03%
TOTAL DISBURSEMENTS	4,567,534	4,800,133	4,978,138	5,135,462	103.16%	12.43%
Adjustments	102,458	177,766	10,321	0		
Ending fund balance	369,025	198,414	196,354	196,354		

Department of Education
Bureau of Community Colleges
FY 96 Working Budget

(ACTUAL 1993 – 1995)

Table 2

Area V – Iowa Central Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	579,817	816,348	889,469	619,830		6.90%
REVENUE SOURCES						
Student Fees	248,812	335,544	310,936	318,000	102.27%	27.81%
Tuition	4,447,430	4,522,927	4,239,866	4,218,000	99.48%	-5.16%
Local Support	964,131	972,404	991,010	1,015,000	102.42%	5.28%
421 State General Aid	5,759,815	6,071,161	6,286,874	6,550,035	104.19%	13.72%
426–429 State Aid Other	104,016	107,590	113,169	109,565	96.82%	5.33%
430–449 Federal Aid	601,986	629,507	773,489	700,000	90.50%	16.28%
Sales And Service	174,443	215,710	246,748	290,000	117.53%	66.24%
Other Income	111,175	114,379	154,507	150,000	97.08%	34.92%
TOTAL REVENUE	12,411,808	12,969,222	13,116,599	13,350,600	101.78%	7.56%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	2,989,664	3,154,574	3,171,293	3,200,000	100.91%	7.04%
Vocational Technical	2,709,373	2,901,281	3,167,761	3,000,000	94.70%	10.73%
Adult Education	1,424,880	1,449,988	1,606,366	1,500,000	93.38%	5.27%
Cooperative Services	908,995	1,055,073	1,109,561	1,150,000	103.64%	26.51%
Administration	614,842	626,010	577,433	650,000	112.57%	5.72%
Student Services	855,881	878,402	976,796	980,000	100.33%	14.50%
Learning Resources	361,657	387,028	391,837	345,000	88.05%	-4.61%
Physical Plant	795,338	788,508	770,892	775,000	100.53%	-2.56%
General Institution	1,581,487	1,709,054	1,649,530	1,700,000	103.06%	7.49%
TOTAL DISBURSEMENTS	12,242,117	12,949,918	13,421,469	13,300,000	99.09%	8.64%
EXPENDITURES BY CATEGORY						
Salaries	9,638,673	10,178,539	10,527,973	10,225,000	97.12%	6.08%
Services	1,695,377	1,831,893	1,942,751	2,000,000	102.95%	17.97%
Matls, Supp & Travel	644,922	715,102	706,265	775,000	109.73%	20.17%
Current Expenses	140,280	127,661	126,383	160,000	126.60%	14.06%
Capital Outlay	122,865	96,723	118,097	140,000	118.55%	13.95%
TOTAL DISBURSEMENTS	12,242,117	12,949,918	13,421,469	13,300,000	99.09%	8.64%
Adjustments	(66,840)	(53,817)	(35,231)	0		
Ending fund balance	816,348	889,469	619,830	670,430		

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Department of Education
Bureau of Community Colleges
FY 96 Working Budget

(ACTUAL 1993-1995)

Table 2

Area VI – Iowa Valley Community College District

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	169,960	341,130	431,945	610,845		259.41%
REVENUE SOURCES						
Student Fees	448,183	423,985	415,817	524,327	126.10%	16.99%
Tuition	3,757,216	3,843,472	3,937,111	4,545,119	115.44%	20.97%
Local Support	524,683	523,542	528,005	547,382	103.67%	4.33%
421 State General Aid	5,393,081	5,664,914	5,845,177	6,069,919	103.84%	12.55%
426-429 State Aid Other	50,457	29,659	39,766	42,706	107.39%	-15.36%
430-449 Federal Aid	357,717	284,281	262,862	347,066	132.03%	-2.98%
Sales And Service	168,881	146,610	223,893	261,012	116.58%	54.55%
Other Income	463,246	805,761	910,282	889,398	97.71%	91.99%
TOTAL REVENUE	11,163,464	11,722,224	12,162,913	13,226,929	108.75%	18.48%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	3,011,047	3,418,138	3,487,656	3,800,000	108.96%	26.20%
Vocational Technical	2,248,123	1,936,615	2,123,741	2,275,000	107.12%	1.20%
Adult Education	1,653,990	1,935,927	1,984,425	2,125,000	107.08%	28.48%
Cooperative Services	0	0	0	0	0.00%	0.00%
Administration	809,158	795,143	1,058,607	1,050,000	99.19%	29.76%
Student Services	899,156	1,040,199	1,054,181	1,140,000	108.14%	26.79%
Learning Resources	300,531	319,495	307,316	330,000	107.38%	9.81%
Physical Plant	1,344,001	1,590,156	1,277,436	1,350,000	105.68%	0.45%
General Institution	682,360	702,599	674,592	826,216	122.48%	21.08%
TOTAL DISBURSEMENTS	10,948,366	11,738,272	11,967,954	12,896,216	107.76%	17.79%
EXPENDITURES BY CATEGORY						
Salaries	7,838,694	8,325,481	8,556,535	8,925,806	104.32%	13.87%
Services	2,050,780	2,497,636	2,294,430	2,063,000	89.91%	0.60%
Matls, Supp & Travel	523,618	567,159	597,425	587,771	98.38%	12.25%
Current Expenses	315,421	210,196	358,915	1,119,639	311.95%	254.97%
Capital Outlay	219,853	137,800	160,647	200,000	124.50%	-9.03%
TOTAL DISBURSEMENTS	10,948,366	11,738,272	11,967,952	12,896,216	107.76%	17.79%
Adjustments	43,928	(106,863)	16,059	0		
Ending fund balance	341,130	431,945	610,845	941,558		

Department of Education
Bureau of Community Colleges
FY 96 Working Budget
(ACTUAL 1993–1995)

Table 2

Area VII – Hawkeye Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	159,102	447,693	1,013,467	1,264,193		694.58%
REVENUE SOURCES						
Student Fees	233,769	364,071	398,430	370,331	92.95%	58.42%
Tuition	4,852,962	5,586,938	6,203,169	6,765,770	109.07%	39.42%
Local Support	857,891	864,439	871,853	928,000	106.44%	8.17%
421 State General Aid	7,407,848	7,740,935	8,032,053	8,658,583	107.80%	16.88%
426–429 State Aid Other	90,352	161,813	166,370	93,045	55.93%	2.98%
430–449 Federal Aid	678,090	637,183	1,108,401	584,566	52.74%	–13.79%
Sales And Service	3,344	6,513	6,151	0	0.00%	–100.00%
Other Income	275,526	295,129	331,556	227,510	68.62%	–17.43%
TOTAL REVENUE	14,399,782	15,657,021	17,117,983	17,627,805	102.98%	22.42%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	753,789	1,568,562	1,959,014	2,416,423	123.35%	220.57%
Vocational Technical	6,306,983	5,704,907	5,950,346	5,976,271	100.44%	–5.24%
Adult Education	2,042,329	1,924,548	1,979,409	2,440,427	123.29%	19.49%
Cooperative Services	0	0	35,568	0	0.00%	0.00%
Administration	683,567	841,022	817,036	960,264	117.53%	40.48%
Student Services	775,455	849,787	969,207	1,127,407	116.32%	45.39%
Learning Resources	418,161	503,994	542,827	556,372	102.50%	33.05%
Physical Plant	1,566,820	1,727,651	1,846,058	2,137,557	115.79%	36.43%
General Institution	1,560,616	1,973,679	2,767,787	2,163,009	78.15%	38.60%
TOTAL DISBURSEMENTS	14,107,720	15,094,150	16,867,252	17,777,730	105.40%	26.01%
EXPENDITURES BY CATEGORY						
Salaries	11,320,446	11,641,856	12,826,985	13,587,458	105.93%	20.03%
Services	1,529,453	1,718,007	2,034,401	2,612,192	128.40%	70.79%
Matls, Supp & Travel	811,994	968,333	1,153,530	1,114,878	96.65%	37.30%
Current Expenses	302,765	526,301	632,128	242,443	38.35%	–19.92%
Capital Outlay	143,062	239,655	220,214	220,759	100.25%	54.31%
TOTAL DISBURSEMENTS	14,107,720	15,094,152	16,867,258	17,777,730	105.40%	26.01%
Adjustments	3,471	(2,903)	5	0		
Ending fund balance	447,693	1,013,467	1,264,193	1,114,268		

Department of Education
Bureau of Community Colleges
FY 96 Working Budget
(ACTUAL 1993-1995)

Table 2

Area IX – Eastern Iowa Community College District

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	828,425	1,385,776	1,478,296	1,580,637		90.80%
REVENUE SOURCES						
Student Fees	1,053,576	1,025,464	1,190,550	1,124,079	94.42%	6.69%
Tuition	6,838,376	7,112,466	7,411,681	7,598,989	102.53%	11.12%
Local Support	1,362,491	1,389,000	1,435,120	1,480,046	103.13%	8.63%
421 State General Aid	9,314,474	9,820,274	10,178,374	10,616,347	104.30%	13.98%
426-429 State Aid Other	73,932	359,592	459,982	360,719	78.42%	387.91%
430-449 Federal Aid	1,077,374	969,784	981,198	813,195	82.88%	-24.52%
Sales And Service	129,053	206,581	282,550	356,661	126.23%	176.37%
Other Income	935,173	501,558	590,234	1,577,198	267.22%	68.65%
TOTAL REVENUE	20,784,449	21,384,719	22,529,689	23,927,234	106.20%	15.12%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	5,497,290	5,818,833	6,107,411	5,833,193	95.51%	6.11%
Vocational Technical	4,291,890	4,619,474	4,937,050	5,709,314	115.64%	33.03%
Adult Education	2,630,256	2,917,567	3,025,572	3,290,009	108.74%	25.08%
Cooperative Services	183,609	127,257	123,093	398,416	323.67%	116.99%
Administration	986,209	969,035	1,039,616	1,065,295	102.47%	8.02%
Student Services	1,748,046	1,997,656	2,071,604	2,155,010	104.03%	23.28%
Learning Resources	752,488	757,662	793,066	836,723	105.50%	11.19%
Physical Plant	1,741,621	1,691,657	1,848,635	1,843,023	99.70%	5.82%
General Institution	2,395,689	2,393,058	2,481,301	2,796,251	112.69%	16.72%
TOTAL DISBURSEMENTS	20,227,098	21,292,199	22,427,348	23,927,234	106.69%	18.29%
EXPENDITURES BY CATEGORY						
Salaries	15,618,087	16,604,077	17,366,208	18,727,617	107.84%	19.91%
Services	2,418,786	2,714,353	2,777,341	2,963,083	106.69%	22.50%
Matls, Supp & Travel	1,101,568	1,076,448	1,240,426	1,223,383	98.63%	11.06%
Current Expenses	231,572	183,826	185,666	198,083	106.69%	-14.46%
Capital Outlay	857,086	713,494	857,707	815,068	95.03%	-4.90%
TOTAL DISBURSEMENTS	20,227,099	21,292,198	22,427,348	23,927,234	106.69%	18.29%
Adjustments	0	0		0		
Ending fund balance	1,385,776	1,478,296	1,580,637	1,580,637		

Department of Education
Bureau of Community Colleges
FY 96 Working Budget
(ACTUAL 1993-1995)

Table 2

Area X- Kirkwood Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	1,355,071	1,728,863	1,933,519	2,213,081		63.32%
REVENUE SOURCES						
Student Fees	1,095,944	1,102,525	40,665	51,996	127.86%	-95.26%
Tuition	11,934,487	12,336,683	14,330,574	15,383,037	107.34%	28.90%
Local Support	1,886,010	1,926,219	2,049,818	2,111,157	102.99%	11.94%
421 State General Aid	14,396,634	15,224,083	15,791,709	16,585,608	105.03%	15.20%
426-429 State Aid Other	964,541	864,738	931,078	978,052	105.05%	1.40%
430-449 Federal Aid	1,035,332	1,112,832	1,102,845	1,050,258	95.23%	1.44%
Sales And Service	394,820	634,534	444,063	498,426	112.24%	26.24%
Other Income	375,302	558,137	1,744,964	227,458	13.04%	-39.39%
TOTAL REVENUE	32,083,070	33,759,751	36,435,716	36,885,992	101.24%	14.97%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	6,553,115	6,887,169	7,237,217	7,887,665	108.99%	20.37%
Vocational Technical	10,026,393	10,470,318	10,809,276	10,441,368	96.60%	4.14%
Adult Education	3,371,035	3,597,196	3,548,083	3,844,072	108.34%	14.03%
Cooperative Services	161,424	150,581	124,138	147,823	119.08%	-8.43%
Administration	1,788,179	1,823,205	2,037,507	2,463,817	120.92%	37.78%
Student Services	1,956,491	2,129,492	2,385,662	2,191,511	91.86%	12.01%
Learning Resources	1,720,789	1,856,582	1,883,955	1,994,326	105.86%	15.90%
Physical Plant	3,422,765	3,447,753	4,790,737	4,183,251	87.32%	22.22%
General Institution	2,850,749	3,192,799	3,339,579	3,457,881	103.54%	21.30%
TOTAL DISBURSEMENTS	31,850,940	33,555,095	36,156,154	36,611,714	101.26%	14.95%
EXPENDITURES BY CATEGORY						
Salaries	25,046,490	26,585,717	27,354,982	28,186,219	103.04%	12.54%
Services	2,823,363	2,896,666	3,276,506	4,798,545	146.45%	69.96%
Matls, Supp & Travel	1,985,412	1,949,317	2,151,899	2,196,659	102.08%	10.64%
Current Expenses	913,726	961,036	1,314,250	339,398	25.82%	-62.86%
Capital Outlay	1,081,949	1,162,359	2,058,517	1,090,893	52.99%	0.83%
TOTAL DISBURSEMENTS	31,850,940	33,555,095	36,156,154	36,611,714	101.26%	14.95%
Adjustments	(141,662)	0	0	0		
Ending fund balance	1,728,863	1,933,519	2,213,081	2,487,359		

Department of Education
Bureau of Community Colleges
FY 96 Working Budget

Table 2

(ACTUAL 1993 - 1995)

Area XI – Des Moines Area Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	2,601,067	2,825,358	3,036,786	3,250,789		24.98%
REVENUE SOURCES						
Student Fees	1,372,896	1,735,566	1,888,635	1,826,605	96.72%	33.05%
Tuition	9,922,573	11,126,391	11,351,944	12,478,734	109.93%	25.76%
Local Support	3,601,753	3,695,548	3,807,744	3,952,001	103.79%	9.72%
421 State General Aid	15,629,415	16,390,228	16,928,606	17,352,298	102.50%	11.02%
426-429 State Aid Other	82,996	106,177	271,577	281,205	103.55%	238.82%
430-449 Federal Aid	842,775	694,172	671,270	675,168	100.58%	-19.89%
Sales And Service	136,013	129,485	145,930	115,864	79.40%	-14.81%
Other Income	812,762	916,827	1,219,410	770,321	63.17%	-5.22%
TOTAL REVENUE	32,401,183	34,794,394	36,285,116	37,452,196	103.22%	15.59%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	8,999,722	9,011,040	9,257,619	10,741,069	116.02%	19.35%
Vocational Technical	7,352,695	8,490,154	8,916,847	8,685,993	97.41%	18.13%
Adult Education	4,457,833	4,552,081	4,566,796	4,399,597	96.34%	-1.31%
Cooperative Services	62,364	63,428	56,015	55,495	99.07%	-11.01%
Administration	1,435,454	1,549,224	1,487,765	1,602,495	107.71%	11.64%
Student Services	2,744,328	2,870,804	2,927,180	2,967,026	101.36%	8.11%
Learning Resources	1,021,927	1,222,397	1,582,391	1,653,857	104.52%	61.84%
Physical Plant	2,877,141	3,010,583	3,159,914	3,268,278	103.43%	13.59%
General Institution	3,247,037	3,813,255	4,116,586	3,899,682	94.73%	20.10%
TOTAL DISBURSEMENTS	32,198,501	34,582,966	36,071,113	37,273,492	103.33%	15.76%
EXPENDITURES BY CATEGORY						
Salaries	25,240,137	26,760,256	28,077,595	29,602,370	105.43%	17.28%
Services	4,256,093	4,344,178	4,492,101	4,103,944	91.36%	-3.57%
Matls, Supp & Travel	1,609,629	1,908,091	1,724,463	1,900,180	110.19%	18.05%
Current Expenses	365,077	726,498	987,075	984,937	99.78%	169.79%
Capital Outlay	727,566	843,943	789,879	682,061	86.35%	-6.25%
TOTAL DISBURSEMENTS	32,198,502	34,582,966	36,071,113	37,273,492	103.33%	15.76%
Adjustments	(21,609)	0	0	0		
Ending fund balance	2,825,358	3,036,786	3,250,789	3,429,493		

Department of Education
Bureau of Community Colleges
FY 96 Working Budget

Table 2

(ACTUAL 1993–1995)

Area XII – Western Iowa Tech Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	568,290	644,228	808,842	834,061		46.77%
REVENUE SOURCES						
Student Fees	447,163	541,666	642,331	684,000	106.49%	52.96%
Tuition	3,374,300	3,450,376	3,731,076	4,015,800	107.63%	19.01%
Local Support	884,043	881,733	913,103	938,048	102.73%	6.11%
421 State General Aid	6,038,733	6,406,889	6,631,127	6,992,399	105.45%	15.79%
426–429 State Aid Other	130,356	90,637	125,634	130,000	103.48%	–0.27%
430–449 Federal Aid	680,965	621,078	652,740	679,955	104.17%	–0.15%
Sales And Service	48,790	50,295	52,661	56,020	106.38%	14.82%
Other Income	624,821	816,293	776,243	751,585	96.82%	20.29%
TOTAL REVENUE	12,229,171	12,858,967	13,524,915	14,247,807	105.34%	16.51%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	1,233,302	1,175,865	1,318,513	1,401,958	106.33%	13.68%
Vocational Technical	4,685,302	5,091,633	5,456,937	5,478,175	100.39%	16.92%
Adult Education	1,393,489	1,323,390	1,270,073	1,345,974	105.98%	–3.41%
Cooperative Services	0	296	13,652	0	0.00%	0.00%
Administration	833,480	735,334	802,055	782,089	97.51%	–6.17%
Student Services	902,636	847,904	1,123,642	1,122,199	99.87%	24.32%
Learning Resources	299,424	296,360	346,835	406,551	117.22%	35.78%
Physical Plant	1,255,236	1,442,136	1,417,845	1,416,961	99.94%	12.88%
General Institution	1,604,922	1,923,756	1,741,236	2,293,900	131.74%	42.93%
TOTAL DISBURSEMENTS	12,207,791	12,836,674	13,490,788	14,247,807	105.61%	16.71%
EXPENDITURES BY CATEGORY						
Salaries	9,399,571	9,827,261	10,579,798	11,017,401	104.14%	17.21%
Services	1,537,497	1,703,465	1,710,933	1,934,136	113.05%	25.80%
Matls, Supp & Travel	909,092	910,731	972,754	1,022,103	105.07%	12.43%
Current Expenses	257,480	256,579	159,071	223,113	140.26%	–13.35%
Capital Outlay	104,151	138,638	68,229	51,054	74.83%	–50.98%
TOTAL DISBURSEMENTS	12,207,791	12,836,674	13,490,785	14,247,807	105.61%	16.71%
Adjustments	(54,558)	(142,321)	8,908	0		
Ending fund balance	644,228	808,842	834,061	834,061		

Department of Education
Bureau of Community Colleges
FY 96 Working Budget

Table 2

(ACTUAL 1993–1995)

Area XIII – Iowa Western Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	1,202,291	1,724,469	2,008,863	2,115,845		75.98%
REVENUE SOURCES						
Student Fees	501,188	417,991	444,686	522,476	117.49%	4.25%
Tuition	6,573,570	6,559,850	7,097,918	7,232,649	101.90%	10.03%
Local Support	900,791	896,545	897,253	925,000	103.09%	2.69%
421 State General Aid	6,253,553	6,618,902	6,860,051	7,151,752	104.25%	14.36%
426–429 State Aid Other	145,478	140,481	154,273	146,915	95.23%	0.99%
430–449 Federal Aid	823,608	890,210	911,000	962,112	105.61%	16.82%
Sales And Service	582,758	613,270	604,460	457,381	75.67%	–21.51%
Other Income	294,179	289,527	428,033	511,127	119.41%	73.75%
TOTAL REVENUE	16,075,125	16,426,776	17,397,674	17,909,412	102.94%	11.41%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	2,346,039	2,376,325	2,376,608	2,601,482	109.46%	10.89%
Vocational Technical	4,275,556	4,009,672	4,331,059	4,375,034	101.02%	2.33%
Adult Education	1,593,355	1,695,211	1,884,289	1,797,928	95.42%	12.84%
Cooperative Services	2,089,756	2,309,245	2,545,340	2,642,978	103.84%	26.47%
Administration	896,945	936,870	1,042,843	1,265,928	121.39%	41.14%
Student Services	1,185,614	1,308,300	1,365,898	1,590,962	116.48%	34.19%
Learning Resources	342,741	355,186	364,668	321,247	88.09%	–6.27%
Physical Plant	1,736,477	1,794,088	1,714,150	1,901,845	110.95%	9.52%
General Institution	1,438,666	1,346,962	1,557,544	1,412,008	90.66%	–1.85%
TOTAL DISBURSEMENTS	15,905,149	16,131,859	17,182,399	17,909,412	104.23%	12.60%
EXPENDITURES BY CATEGORY						
Salaries	10,143,305	10,427,108	11,109,647	11,416,963	102.77%	12.56%
Services	3,438,887	3,402,248	3,641,552	4,163,080	114.32%	21.06%
Matls, Supp & Travel	960,393	998,223	1,214,781	1,206,851	99.35%	25.66%
Current Expenses	168,890	337,159	314,509	476,736	151.58%	182.28%
Capital Outlay	1,193,672	967,122	901,909	645,782	71.60%	–45.90%
TOTAL DISBURSEMENTS	15,905,147	16,131,860	17,182,398	17,909,412	104.23%	12.60%
Adjustments	(352,202)	10,523	108,293	0		
Ending fund balance	1,724,469	2,008,863	2,115,845	2,115,845		

BEST COPY AVAILABLE

Department of Education
Bureau of Community Colleges
FY 96 Working Budget

Table 2

(ACTUAL 1993–1995)

Area XIV – Southwestern Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	300,000	632,195	389,344	411,744		37.25%
REVENUE SOURCES						
Student Fees	368,227	194,779	236,664	250,000	105.63%	−32.11%
Tuition	1,626,627	1,738,276	1,798,160	1,850,000	102.88%	13.73%
Local Support	352,304	351,607	358,023	360,000	100.55%	2.18%
421 State General Aid	2,780,992	2,925,104	3,035,823	3,172,128	104.49%	14.06%
426–429 State Aid Other	97,459	142,794	307,735	300,000	97.49%	207.82%
430–449 Federal Aid	335,899	326,683	268,118	250,000	93.24%	−25.57%
Sales And Service	97,128	10,855	104,088	100,000	96.07%	2.96%
Other Income	272,540	248,254	299,858	300,000	100.05%	10.08%
TOTAL REVENUE	5,931,176	5,938,352	6,408,469	6,582,128	102.71%	10.98%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	1,329,871	1,438,223	1,543,726	1,618,217	104.83%	21.68%
Vocational Technical	1,610,974	1,387,105	1,525,979	1,544,224	101.20%	−4.14%
Adult Education	641,547	649,118	738,595	741,710	100.42%	15.61%
Cooperative Services	83,369	111,588	142,088	222,154	156.35%	166.47%
Administration	534,970	738,495	548,434	538,442	98.18%	0.65%
Student Services	421,893	353,673	657,824	504,302	76.66%	19.53%
Learning Resources	78,121	111,213	114,015	128,248	112.48%	64.17%
Physical Plant	613,601	662,150	679,663	798,218	117.44%	30.09%
General Institution	328,565	359,899	473,125	481,603	101.79%	46.58%
TOTAL DISBURSEMENTS	5,642,911	6,111,464	6,423,449	6,577,118	102.39%	16.56%
EXPENDITURES BY CATEGORY						
Salaries	4,183,876	4,478,430	4,587,999	4,722,193	102.92%	12.87%
Services	793,642	862,411	903,013	1,004,298	111.22%	26.54%
Matls, Supp & Travel	355,777	397,733	421,023	517,903	123.01%	45.57%
Current Expenses	118,864	227,091	343,542	193,750	56.40%	63.00%
Capital Outlay	190,752	145,799	167,872	138,974	82.79%	−27.14%
TOTAL DISBURSEMENTS	5,642,911	6,111,464	6,423,449	6,577,118	102.39%	16.56%
			0	0		
Adjustments	(43,930)	69,739	(37,380)			
Ending fund balance	632,195	389,344	411,744	416,754		

Department of Education
Bureau of Community Colleges
FY 96 Working Budget

Table 2

(ACTUAL 1993–1995)

Area XV – Indian Hills Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	3,847,989	2,944,272	3,505,638	2,559,722		-33.48%
REVENUE SOURCES						
Student Fees	516,809	490,450	488,264	528,705	108.28%	2.30%
Tuition	4,544,154	4,567,100	4,633,067	4,818,295	104.00%	6.03%
Local Support	633,182	625,760	642,575	670,550	104.35%	5.90%
421 State General Aid	8,599,817	9,123,729	9,474,966	9,894,442	104.43%	15.05%
426–429 State Aid Other	112,921	91,237	107,340	94,314	87.86%	-16.48%
430–449 Federal Aid	901,098	904,086	946,614	919,202	97.10%	2.01%
Sales And Service	6,493	6,544	13,444	6,500	48.35%	0.11%
Other Income	59,904	135,575	326,761	240,000	73.45%	300.64%
TOTAL REVENUE	15,374,378	15,944,481	16,633,031	17,172,008	103.24%	11.69%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	2,238,883	2,347,886	2,403,586	2,557,311	106.40%	14.22%
Vocational Technical	5,399,609	5,619,233	5,826,242	6,198,868	106.40%	14.80%
Adult Education	1,642,144	1,650,547	1,642,496	1,747,544	106.40%	6.42%
Cooperative Services	115,016	138,773	180,205	191,730	106.40%	66.70%
Administration	718,259	854,794	822,197	874,782	106.40%	21.79%
Student Services	962,593	1,273,764	1,319,637	1,404,036	106.40%	45.86%
Learning Resources	333,250	562,485	791,045	841,637	106.40%	152.55%
Physical Plant	1,724,042	2,198,968	1,602,246	1,704,720	106.40%	-1.12%
General Institution	1,612,655	2,259,116	2,962,846	1,450,011	48.94%	-10.09%
TOTAL DISBURSEMENTS	14,746,451	16,905,566	17,550,500	16,970,639	96.70%	15.08%
EXPENDITURES BY CATEGORY						
Salaries	11,496,355	12,256,071	12,659,701	13,306,943	105.11%	15.75%
Services	1,560,989	1,599,232	1,487,529	1,661,905	111.72%	6.46%
Matls, Supp & Travel	871,316	1,032,642	1,049,325	1,101,791	105.00%	26.45%
Current Expenses	320,267	898,065	1,641,276	100,000	6.09%	-68.78%
Capital Outlay	497,526	1,119,556	712,669	800,000	112.25%	60.80%
TOTAL DISBURSEMENTS	14,746,453	16,905,566	17,550,500	16,970,639	96.70%	15.08%
Adjustments	1,531,644	(1,522,451)	28,447			
Ending fund balance	2,944,272	3,505,638	2,559,722	2,761,091		

Department of Education — Table 2
Bureau of Community Colleges
FY 96 Working Budget
(ACTUAL 1993–1995)

Area XVI – Southeastern Community College

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	834,384	921,797	736,544	499,817		-40.10%
REVENUE SOURCES						
Student Fees	156,575	176,337	214,545	271,717	126.65%	73.54%
Tuition	3,478,574	3,500,895	3,452,969	3,516,075	101.83%	1.08%
Local Support	492,519	496,521	488,086	498,925	102.22%	1.30%
421 State General Aid	4,870,906	5,131,675	5,318,312	5,544,262	104.25%	13.82%
426–429 State Aid Other	754,993	799,473	909,351	809,855	89.06%	7.27%
430–449 Federal Aid	438,167	399,229	475,719	613,530	128.97%	40.02%
Sales And Service	164,417	206,599	127,537	218,374	171.22%	32.82%
Other Income	275,053	410,444	85,254	176,377	206.88%	-35.88%
TOTAL REVENUE	10,631,204	11,121,173	11,071,773	11,649,115	105.21%	9.57%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	2,412,987	2,193,481	2,252,823	2,490,426	110.55%	3.21%
Vocational Technical	2,864,530	2,934,263	2,989,160	2,738,558	91.62%	-4.40%
Adult Education	1,877,030	1,981,755	2,075,364	2,168,768	104.50%	15.54%
Cooperative Services	4,240	421,466	358,171	384,277	107.29%	8963.14%
Administration	757,525	803,082	843,143	909,730	107.90%	20.09%
Student Services	816,785	811,288	870,831	917,616	105.37%	12.34%
Learning Resources	353,937	374,233	351,670	376,969	107.19%	6.51%
Physical Plant	888,738	1,131,409	989,146	1,034,539	104.59%	16.41%
General Institution	547,128	602,059	591,092	628,232	106.28%	14.82%
TOTAL DISBURSEMENTS	10,522,900	11,253,036	11,321,400	11,649,115	102.89%	10.70%
EXPENDITURES BY CATEGORY						
Salaries	8,380,418	8,806,442	9,027,706	9,117,956	101.00%	8.80%
Services	1,460,759	1,822,712	1,692,396	1,918,025	113.33%	31.30%
Matls, Supp & Travel	507,749	462,451	433,573	473,738	109.26%	-6.70%
Current Expenses	61,372	58,716	88,234	79,496	90.10%	29.53%
Capital Outlay	112,602	102,715	79,491	59,900	75.35%	-46.80%
TOTAL DISBURSEMENTS	10,522,900	11,253,036	11,321,400	11,649,115	102.89%	10.70%
Adjustments	20,891	53,390	(12,900)	0		
Ending fund balance	921,797	736,544	499,817	499,817		

Department of Education
Bureau of Community Colleges
FY 96 Working Budget

Table 2

(ACTUAL 1993-1995)

STATE TOTALS

	Actual 1993	Actual 1994	Unaudited Actual 1995	Working Budget 1996	96 Working % of 1995 Actual	% change 1993 Actual 1996 Working
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
Beginning fund balance	15,347,016	17,305,807	19,276,205	18,915,394		23.25%
REVENUE SOURCES						
Student Fees	7,365,303	7,758,570	7,350,002	7,591,306	103.28%	3.07%
Tuition	72,963,535	76,562,032	81,137,614	86,156,744	106.19%	18.08%
Local Support	15,273,715	15,460,156	15,902,959	16,416,844	103.23%	7.48%
421 State General Aid	105,887,430	111,520,717	115,472,099	120,726,004	104.55%	14.01%
426-429 State Aid Other	2,733,629	3,048,950	3,765,533	3,490,868	92.71%	27.70%
430-449 Federal Aid	9,619,520	9,053,508	9,724,728	8,990,799	92.45%	-6.54%
Sales And Service	2,215,893	2,657,500	2,658,424	2,684,477	100.98%	21.15%
Other Income	5,640,510	6,432,402	8,416,563	7,555,642	89.77%	33.95%
TOTAL REVENUE	221,699,535	232,493,835	244,427,922	253,612,684	103.76%	14.39%
EXPENDITURES BY FUNCTION						
Liberal Arts & Sciences	45,119,056	47,945,110	49,736,941	53,467,808	107.50%	18.50%
Vocational Technical	63,817,957	65,058,860	67,828,463	68,869,164	101.53%	7.92%
Adult Education	27,796,877	28,929,220	29,823,256	30,856,642	103.47%	11.01%
Cooperative Services	4,298,831	4,880,705	6,256,578	6,464,588	103.32%	50.38%
Administration	12,118,413	12,752,023	13,237,054	14,456,936	109.22%	19.30%
Student Services	16,065,912	17,684,552	19,046,695	19,927,376	104.62%	24.04%
Learning Resources	7,254,470	8,084,360	8,893,275	9,407,579	105.78%	29.68%
Physical Plant	21,338,457	22,868,989	23,769,076	23,999,339	100.97%	12.47%
General Institution	20,900,396	23,835,039	26,110,873	25,436,607	97.42%	21.70%
TOTAL DISBURSEMENTS	218,710,369	232,038,858	244,702,211	252,886,039	103.34%	15.63%
EXPENDITURES BY CATEGORY						
Salaries	167,501,808	176,451,341	185,073,477	192,715,185	104.13%	15.05%
Services	28,696,868	30,481,527	31,718,607	34,921,254	110.10%	21.69%
Matls, Supp & Travel	12,568,730	13,381,126	14,315,104	15,008,149	104.84%	19.41%
Current Expenses	3,829,472	5,178,322	6,750,782	4,696,208	69.57%	22.63%
Capital Outlay	6,113,492	6,546,543	6,844,243	5,545,243	81.02%	-9.29%
TOTAL DISBURSEMENTS	218,710,370	232,038,859	244,702,213	252,886,039	103.34%	15.63%
Adjustments	1,030,375	(1,515,421)	86,522	0		
Ending fund balance	17,305,807	19,276,205	18,915,394	19,642,039		

D. FINANCIAL CONDITION SURVEY

A worksheet was sent to the community colleges early in the year to determine if the 1996 working budget reflected their original expectations of revenue and expenditures. Enrollment projections had to be made to determine expected tuition revenues. As we would expect, the local levy income and state aid income are predetermined early enough to project budgets. Expenditures for salaries are generally either set early or can be predicted with some degree of accuracy.

Variation is noted in the tuition revenues since they are based on enrollment. As can be expected, enrollment projections in arts and sciences, vocational technical and continuing education vary every year. The colleges appear to reflect agreement on meeting their general fund balance for the 1995 fiscal year. The cash position is better than expected and probably reflects the improved cash flow position of receiving monthly state aid payments.

This worksheet is intended to note expected changes in areas affecting college financial conditions and is a rough outline of projections by college staff as of September 30, 1995.

IOWA DEPARTMENT OF EDUCATION

BUREAU OF COMMUNITY COLLEGES

FINANCIAL CONDITION SURVEY
DECEMBER 1995

State–wide data

	I	II	III	IV	V	VI	VII	IX	X	XI	XII	XIII	XIV	XV	XVI
1. Enrollment (headcount) projections			+				=			–	+	=	=	=	–
Arts & Sciences	=	–	+	=	+	=	+	=	=	–	=	=	=	=	=
Voc–Tech Preparatory	=	–	+	=	+	=	–	=	=	–	+	=	=	=	–
Adult & Continuing Education	–	=	+	=	+	=	–	+	=	=	=	=	=	=	=
2. Tuition Revenue	+	–	+	=	+	=	–	=	=	=	+	+	=	=	–
3. Local Levy Income	=	=	=	=	=	=	=	+	+	=	=	=	=	=	=
4. State Aid	=	=	+	=	=	=	=	+	+	=	=	=	=	–	=
5. Other Income	=	=	+	=		=	=	+	+	=	=	=	=	=	–
Federal Income	–	=	–	–	=	=	=	+	=	=	=	=	=	=	–
6. General Fund (fund 1) Expense	=	=	=	=		=	+		=	=	=	=	=	=	=
Salary Expense	=	=	+	=	+	=	+	+	=	=	–	=	=	=	=
Other Expense	=	=	+	=	=	=	=	=	=	=	+	=	=	=	=
7. Other Funds			=	=			=		=			=	=	=	=
Utilities	–	=	+	+	=	=	=	+	=	=	=	=	=	=	=
8. Cash Position	=	=	+	=	=	=	+	+	=	=	+	+	+	+	+
9. General Fund Balance Target	–	–	=	=	=	=	=	+	=	=	+	=	=	=	–

– Below expectations
+ Above expectations
= As expected

E. COLLEGE NARRATIVES

Community college staff have prepared short statements highlighting aspects of their current year operations which may not otherwise be evident in financial data collected by the department. The college staff were asked to address specific issues affecting their current financial and operating condition. Some of these issues include:

1. How enrollment fluctuations have impacted the college;
2. Unforeseen expenditures;
3. Cash flow problems; improvements in fund balances;
4. Successes in new programs and initiatives;
5. Changes in leadership and organization.

Although the narratives are brief, they provide important information to the reader about current conditions at each college.

Northeast Iowa Community College

The College's strategic plan is annually developed by the Futures Committee. The 3 year strategic planning document is available upon request. The College believes this process has been very successful in moving itself through needs of the future. Below are comments as they relate to the financial condition of the College.

State Aid Payments:

There is a positive impact on the cash position largely due to monthly payments of State aid rather than the delayed quarterly payments. It is anticipated NICC will reduce previously projected borrowing capacity with the Iowa School Cash Anticipation Program (ISCAP) during the second half of FY 1996. The College will save approximately $57,000 interest expense annually. It should improve bond rating for future College issuances with firms such as Moody's.

State Revenue:

While State support has increased annually, the percentage of State support to total revenues has declined for NICC. This factor must be made up with tuition increases or reductions in expenditures.

Enrollment Increases:

Enrollments for NICC have shown growth of approximately 5% for both Arts & Science and Vocational Technical Programs during FY 95 as compared to FY 94. Enrollments for FY 96 have increased for the fall and spring terms. Our enrollment management committee assists the evaluation of the enrollment status and issues.

Salaries and Benefits:

Settlement for the College groups were:

Management	4.31%
Faculty and Professional Instructional	4.31%
Support Staff	4.52%

Energy Management Systems:

The past two years the College has engaged an energy management process to achieve reduced costs. The effect has been a very positive reduction in utility costs, even with increased space and rates. Future improvements to reduce energy costs are a high priority of the College.

Technologies:

Mainframe: NICC is the pilot Community College implementing a new administrative mainframe computer system. A consortium was formed with seven Iowa Community Colleges under a 28E agreement called Alliance of Community Colleges for Electronic Sharing (ACCES). Northeast Iowa Community College projects an annual savings of $150,000 per year in costs using the consortium agreement between the Community Colleges.

Computer Network: NICC has completed a college wide network connecting both campuses and the Downtown Learning Center in Dubuque.

Internet: College wide access to the internet was completed during FY 96. Email and Netscape are two of the more common functions used by NICC Staff.

Ag Safety Program:

With State Legislated approval, the College is conducting fund raising activities for the support of the first in the nation Ag Safety Program to be located at the Peosta Campus. NICC must match up to $1,000,000 for this program. To date NICC has matched approximately $350,000 for the program.

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North Iowa Area Community College

NIACC continues to exercise its fiduciary responsibility to maintain a reserve of at least one months' operating budget. Declining enrollment has put a strain on the college's ability to maintain the reserve. In FY 94, the Unrestricted General Fund balance was 11% of the operating budget. We estimate that at the end of FY 96 the reserve will be at 8.5%.

Credit hour enrollment declined 5.6% for the first semester of FY 96 significantly impacting anticipated tuition revenue. NIACC's student population demographics have changed in the past two years. While NIACC's market share of graduating area seniors increased to 32% for the first semester, the non-traditional student population has declined. North Iowa continues to experience an improved job market. Several new companies opened in the area and many established firms expanded in the past two years. Longer work days and weekend work are prevalent in the area. These factors contribute to the decline in NIACC's non-traditional student population.

A revenue strategy for FY 96 was to remove the tuition cap that had been at sixteen hours. This strategy did not have the planned results. For various reasons, full-time students are opting to take fewer hours.

Development of vocational programs is an integral part of NIACC's strategic plan.

A Physical Therapist Assistant program began this year. This required the addition of a full-time faculty position. The college plans to reopen the day Building Trades program in the fall of 1996. Other vocational programs are under study at this time.

NIACC is committed to the development and expansion of Tech Prep opportunities for students in Area II. Tech Prep and Post Secondary Options programs continue to experience phenomenal growth. Currently, NIACC is working on a hub site at Clear Lake High School. Several area school districts will participate in the program. The success and availability of these programs require investments in new technology and human resources. The AEA and local schools continue to look to NIACC for the additional resources needed to expand Tech Prep programs.

In FY 96, NIACC began an aggressive plan to improve and expand the use of technology across the campus. Two operational units of the college, the computer center and media services, merged to better utilize resources. The new Technology Services Department provides leadership in the integration of the computer and media in all areas of the college's operation. Plant funds will be spent to aggressively upgrade and add technology. Technology friendly classrooms and upgraded computer labs are part of the plan. By March 1996, the infrastructure will be in place to provide computer network service to all areas of the campus. Staff development is an integral part of the technology initiative, therefore, faculty and staff submitted technology proposals which will begin in January 1996.

NIACC remains committed to maintaining a stable, sufficient reserve while fiercely pursuing Tech Prep and vocational initiatives. With the future of federal funding unclear and the recent enrollment decline, the college continues to look for opportunities to maximize revenue and control costs.

Iowa Lakes Community College

For the second time in ten years, Iowa Lakes Community College ended its fiscal year with a loss; this year it was $3,000. Our fund balance on June 30, 1995 is equivalent to 6.7% of the FY 96 working budget, and our goal is to have at least a 10% budget surplus to cover any unexpected deviation from planned revenues and expenditures and to cover start-up cost of new programs.

Our cash balance of June 30, 1995 was the largest in the history of our school, thanks to the fourth quarter general state aid payment being received prior to June 30. Also this year, at the end of September, we had a positive difference of over a million dollars in our unrestricted fund for the three months activity this year compared to last year. This, of course, is due to the monthly receipt of general state aid. To cover cash shortages in past years we relied upon the Iowa Schools Cash Anticipation Program (ISCAP) and due to monthly receipts of state aid we are not eligible to participate this year. Any additional interest earning which we receive because of the monthly state aid payment will be offset by the reduction of interest income from ISCAP.

We do have a higher than anticipated tuition and fee revenues projected in the FY 96 working budget over the FY 96 published budget. When we initially built the FY 96 published budget, we did not anticipate the growth of tuition and fees realized at the end of FY 95. We also have additional programs in FY 96 which were not projected in the published budget. We have had two consecutive years of substantial growth in student headcount. The additional head count increase in FY 95 resulted from more part-time students than full-time students and the increase in our enrollment for the Fall Semester 1995 was mainly in the full-time student category.

We were very disappointed when the governor vetoed the infra-structure bill which would have given us $127,000 for maintenance of our buildings. Most of our buildings are between 20 and 25 years old and are in need of everyday maintenancë, which has been deferred. Attention will be given to most needed maintenance and defer the rest. Recently, we made Internet accessible to our students in Emmetsburg and Estherville. We have plans in place to expand the opportunities of a computer network college wide, but at this time do not have the adequate funds to implement. Having the network in place would allow more students access to the Internet as well as giving the faculty and staff access to more technological information.

Northwest Iowa Community College

The college's cashflow has improved due to the state's timely payment of general aid. At the end of October 1995, the college had received over one million dollars in general aid, which was sufficient to keep the college from borrowing funds to operate through the first four months of the fiscal year.

As projected, fall enrollments in the arts and science and vocational programs were up from the previous year. Enrollment in the arts and science programs continues to look positive as students recognize the quality and value of these programs. Continuing education continues to serve approximately 24 percent of the merged area population each year.

A major concern is the funding available for maintenance and repair of buildings and equipment. The college is currently spending 40 percent of its plant fund levy for utilities. In 1985, we received $417,984 in revenue. Since then inflation and the cost of utilities, which we have to pay out of the plant fund, have reduced purchasing power to $130,187. This is a major reduction in funds available just when the college's buildings and equipment are at the age that roofs need to be replaced and electrical, heating and air conditioning, plumbing, sidewalks, parking lots, etc. are all in need of major repairs. On top of that, the Carl Perkins funding has been deteriorating over the past few years, we lost the machinery and equipment valuation out of our $.2025 mill levy, and the state rolled back the property tax valuation.

Last year the legislators saw fit to help four of the community colleges who experienced a mission change. We were one of the colleges who received additional financial assistance, which allowed the college to add two full time faculty members to the arts and science division and increased two part-time student service staff to full-time employment. These additional expenditures are reflected in the FY 96 budget.

This year the college initiated a new program titled Medical Records Technology, which was filled immediately upon announcement of the program. At the same time, the college discontinued the Natural and Propane Gas Systems program at the end of the summer session. These changes reflect the college's continual evaluation of its programs and offerings to meet the demands of local students and employers.

The College fund balance has stayed stable over the past couple of years. To do this, the College is continuing to initiate energy conservation projects and eliminated the position of Dean of College Development in September of this year. The College's goal is to have a fund balance of at least 10 percent of the annual general fund expenditures.

Iowa Central Community College

After significant decreases in enrollment in 1994-1995 for both college parallel and career education, a major emphasis was placed on recruitment and an increase in scholarship funds. Enrollment (headcount) increased 9% in career education and 22% in college parallel in the fall of 1995.

The 1995-96 working budget was developed with no salary increases. Actual increases will be 3-4%.

The tuition rate per credit hour was lowered from $65 to $55 for 1995-96. It was anticipated that tuition revenue would decrease $250,000 in college parallel and career education. Because of the increase in enrollment it is anticipated the actual decrease will be approximately $80,000.

The June 30, 1995, cash balance was $1,100,140 and the fund balance was $619,830 in the Unrestricted General Fund. Early receipt in June of 1995 of the fourth quarter state general aid of $897,586, due in August 1995, significantly impacted the cash balance on June 30, 1995. Monthly receipt of the state general aid has had a very positive affect on cash flow and has helped to reduce the highs and lows relative to the receipt of revenue during the fiscal year. The reward of budget cuts and conservative spending is an improvement in the fund balance.

A maintenance electrician program was started in career education in the fall of 1995. The development of a Business and Technology Center and the providing of training for the nursing staff at Trinity Regional Hospital in Fort Dodge are examples of initiatives toward forming partnerships with business and industry.

Dr. Bob Paxton assumed the duties of President of Iowa Central on January 1, 1995. Dr. Paxton took steps to streamline and reorganize the college and has developed positive relationships with staff, students, and parents, with management of area business and industry, and with the administration and staff of the educational institutions in the area.

Iowa Valley Community College District

For FY 1995-96 enrollment has increased at Ellsworth Community College (ECC) but decreased at Marshalltown Community College (MCC). A net no change in total enrollment levels plus the implementation of tuition rate increases results in additional tuition revenue compared to FY 94-95. Actual spring 1996 enrollment will be good indicator of tuition revenue and will allow a solid projection for yearly totals. Continuing education enrollments and summer school will impact final total tuition. At this point indications are Iowa Valley Community College District (IVCCD) may need to make a slight downward adjustment in budgeted tuition thereby lowering the estimated fund balance year end estimate. It is hoped a strong cash position and increased interest rates will cause misc. income to be above budget and offer some relief to the budget picture and allow for a continued contribution to fund balance resulting from operations. Major changes for IVCCD compared to FY 94-95 include procurement of a new relational data base computer/software configuration. There have been growing pains, but the outlook is for more productivity, responsiveness to student need and improved timeliness in reporting and availability of accurate data for management decisions. A ten year plant levy is in its first year and will help provide much needed support to program effectiveness and allow for technical upgrade in equipment.

There have been no major unforeseen expenditures or revenues. The July 1995 4th quarter payment and subsequent monthly state aid payments have been appreciated and have contributed to an improved cash position. There is a new Dean at ECC, but no major operational changes have occurred or are contemplated. Faculty and staff are positioning themselves to take advantage of ICN and interest in order to remain competitive in academic offerings. The position of VP Finance, Comptroller and Assistant Comptroller have been restructured. IVCCD is currently involved in an NCA visit and expects good direction and advice from this.

Hawkeye Community College

The College's Working Budget was built on a 3% increase in enrollment and a 4% increase in a salary settlement. With actual fall 1995 enrollment increasing 1.2% and with a salary settlement of 4.75%, the College had to make reductions in the Working Budget.

Receiving the 4th quarter FY 95 State Aid payment in June 1995 rather than one-and-a-half months later saved the College interest expense in FY 96. Additionally, the monthly State Aid payments had a positive impact on our cash flow for FY 96, which should also lessen interest expense for FY 96 that will positively impact the Fund Balance at June 30, 1996.

Thus far for FY 96, expenses are running as expected. A normal winter with light snowfall would be a blessing on the budget, for which we can only hope.

The increase in postage rates scheduled for March 1996 will have the most adverse impact on the budget of any line item. With more marketing and with providing students more and more information by mail, postage costs will continue to increase substantially.

The infrastructure and instruction equipment upgrades continue to be the greatest need of the College, requiring added state support. Both these areas are critical to meet student needs in preparing them for employment. It will also impact Iowa's economy adversely, unless resources are allocated to make the improvements that have been deferred for too long.

Eastern Iowa Community College District

The Eastern Iowa Community College District (EICCD) continues striving to meet the educational needs of Area IX constituents during a turbulent time of changing societal values and limited financial resources. The District experienced a slight decline in credit student (headcount) enrollment for the 1995 fall term-the first decrease for fall term enrollment since 1984. As a result of this decline, the EICCD has implemented a conservative strategy toward hiring full-time employees and other types of long-term expenditures. In addition, the District has increased its efforts to more closely match its programming and services with customer needs. The EICCD believes the drop in enrollment could be related to a favorable employment situation as more students may be postponing their educational plans or changing from full to part-time status as they obtain jobs.

Increasingly, the District is responding to business and industry training needs that have expectations for short development to market timelines, such as was the case with IPSCO. Responding to labor market needs, EICCD implemented four new programs: Interpreter Training, Dental Assisting, Industrial Engineering Technology, and Manufacturing Technology. Other programs under investigation or currently proposed include Aviation, Safety and Health Coordinator, Quality Control, Dispensing Optician, and Tool and Die Apprentice. As has been true previously, the District continues to evaluate its current programs.

Facility maintenance and technology needs continue to be major challenges for the organization. A new telephone system, for example, is estimated to cost between $500,000 and $750,000. Increased cost of operations and the lack of adequate state funding may force an increase in tuition. The District joined six other Iowa community colleges in forming in a consortium to share a mainframe computer-based administrative information system. The change in general aid payments to a monthly basis has helped cash flow problems and is greatly appreciated.

The EICCD will enter its fifth year of implementing Continuous Quality Improvement (CQI) techniques and tools. Emphasis is being placed on training mid- and low-level managers for improving systems and processes, teamwork and communication. As the organization becomes increasingly proficient in self-managed teams, it hopes to further downsize the number of administrators. A strategic planning effort which incorporates CQI tools and techniques will begin during the spring and will result in new priorities being set through 1999.

Kirkwood Community College

Kirkwood Community College experienced an increase in enrollment in FY 96 which had a positive effect on our financial position.

We expect no unforeseen expenditures. Tuition was increased 4%. We expected approximately a 2% tuition increase due to enrollment growth.

No cash flow problems were experienced due to the timely state payments. Our fund balance has increased.

Two new programs were implemented this fiscal year: Physical Therapy and Fire Science, both of which experienced full enrollment.

The college had no major changes in it's leadership and organizational structure.

The fourth quarter payment from the state was timely, having a positive effect on our financial condition. The monthly warrant processing is working well.

Tuition income is above expectations, and utility costs are as projected.

Infra-structure changes include 5-year roof replacement, and expansion to the Iowa City facility, and a 5-year parking lot restoration project on our main campus.

Des Moines Area Community College

Fall credit enrollment has been decreasing in each of the last two fiscal years. In expectation of that continued trend, the FY 96 budget anticipated a 1.5% reduction of credit hours enrolled. Fall credit hour enrollment was, surprisingly, down more than 8% from the previous fall. Although decreases were spread across all campuses, the largest decline was on the Urban Campus. Decreases on the Urban Campus can be attributed to a change in funding priorities by Promised Jobs. Current expenditures have been adjusted through freezing of existing vacancies and of selected objects of expenditure to account for the lost revenue. No impact on fund balance is anticipated.

Non-credit computer course offerings continue to grow, particularly in the technical and office areas. A Federal contract has allowed the acquisition and installation of high-speed Silicon Graphics computers in our new visualization laboratory and the recently completed Software Center is being marketed to area business.

During October, the college completed an exhaustive three-year self-study process, which culminated in the receipt of North Central Association of Colleges and School's maximum accreditation of ten years.

The college continues to forge relationships with the regent institutions and now have a number of new cooperative agreements:

1. Extension Service offices are now located on both the Newton Campus and Ankeny Campuses.

2. Bids have been accepted for the construction of a University of Iowa classroom on the Newton Campus.

3. University of Northern Iowa faculty are permanently assigned to the Carroll Campus and offer courses leading to baccalaureate degree in education .

4. Iowa State/DMACC Federal contracts will continue until September 1997.

5. Iowa State has completed construction of an Energy Resource Station on the Ankeny Campus.

Changes at the state level that require monthly payment of state aid have been positive. In particular, DMACC has avoided the cost associated with the issuance and retirement of an anticipatory warrant.

Western Iowa Tech Community College

Western Iowa Tech Community College continues to address its academic and administrative structure and operations to accommodate an increasing student enrollment within an environment of level funding.

The Fall of 1995 found a ten percent (10%) increase in student headcount and an eleven percent (11%) increase in contact hours. The College has budgeted for modest growth due to the continued expansion of our Arts and Sciences programs and continues to work very hard to build enrollments in its traditional vocational technical programs.

A stagnant property tax base with regard to direct revenue to the College has continued to create a situation where the College is forced to raise tuition to balance its budget. We are afraid that we will soon reach the saturation point for student tuition. Additionally, enrollment-driven demands for instructional equipment cannot be met as a result of flat property tax levies.

The College is in a continuous process of right-sizing to meet increasing student demands, and requirements of business and industry for customized training. During this past year, we have eliminated one Vice Presidential position and have reallocated those resources. The College expects additional enrollment increases in the future through the efforts of our high school recruiting program, the addition of new vocational-technical programs, and the expansion and development of additional access opportunities in our rural areas, creating the need for further resource reallocations in lieu of new resources.

The College is in its fifth year of embarking on its continuous quality improvement program. We feel that we are just starting to realize some of the benefits of total quality improvement and continue to work on agendas which will help the College operate more efficiently and effectively.

The WITCC General Fund balance continues to reflect minimal increases year by year. Our auditors continue to encourage us to achieve a reasonable Fund balance to offset any unforeseen emergencies.

Maintenance of the College's infrastructure is a serious concern. As a twenty-nine year old institution, needed infrastructure repairs and replacements, some of which already deferred due to unavailability of funds, will jeopardize continued facility usage. Additional State assistance in funding infrastructure maintenance is essential. Further delays in these repairs will necessitate additional cost down the line for the State taxpayers.

Iowa Western Community College

1995-96 will represent the first full year for IWCC under the leadership of Dr. Dan Kinney. The college has felt an immediate impact from his leadership style in several key areas.

1. A Strategic Planning Task Force was formed that included staff from all areas of the college, trustees and administrators. This committee was charged with developing a new list of goals for the institution and designing a long term strategic planning process to assist in achieving those goals. This planning process will be joined with the budgetary process in future years.

2. A second significant change has occurred with the administration of the college. With retirements and other personnel changes, Dr. Kinney seized the opportunity to reorganize and flatten the administrative structure. The changes have streamlined the operation and reduced administrative overhead costs.

3. IWCC was required to raise tuition again in 1995-96. While State Aid provided a $295,000 increase, there remained a shortfall of approximately $150,000 necessary to cover employee salary and benefit increases. Tuition was raised $2.00 per credit hour and the credit hour cap was increased from 15 to 18 hours for all students.

4. FY 96 will realize the final payment on prior construction financing. This will allow the institution to begin to address some deferred maintenance and repair projects.

5. With the State having become current on its state aid payments, cash flow has improved significantly. FY 96 will be the first year that IWCC will not participate in the ISCAP program to cover temporary negative cash flow problems. This will eliminate all short term borrowing costs and increase interest income.

6. In September, IWCC became only the second community college to successfully pass the six cent instructional support levy. The levy will provide an additional $275,000 in revenue for sorely needed equipment and technology improvements.

Southwestern Community College

Southwestern Community College has been faced with the first enrollment decline in over a decade. Although headcount has continued to increase, full-time enrollment has decreased, reflecting an increased number of part-time students. Potential enrollment declines have been softened somewhat by increased plant closings in our district, as we continue to provide service to the unemployed workers. Hopefully, significant plant closings will not continue and we will be looking at permanent program changes to strengthen our student base and better serve the residents of Area XIV.

Our three-year Title III grant is now complete and has greatly improved our registration and advising system. The cost of operation, maintenance, and ongoing improvements have now been transferred to the operating fund.

Our fund balance continues to decline and we have budgeted only a small increase for fiscal year 1996. The amount represents only 6.3% of the working budget, much less than one month's expenses. The fund balance is certainly not an adequate reserve when attempting to plan for maintenance, repair, and replacement of high technology equipment, such as computers and Iowa Communication Network equipment.

Indian Hills Community College

Indian Hills Community College has experienced no appreciative change in enrollment for this fiscal year. This has not afforded the college the ability to adjust programs, staffing, or budgeting components to increasing operational costs. Consequently, tuition rates were advanced by $4.00 per credit hour to generate additional revenue. This move still leaves Indian Hills Community College 15th in rank order of tuition rates among the area colleges.

Timely receipt of state aid has permitted improved investment strategies and resulting revenue. This significant change by the State to stay current with state aid payments will allow the college to escape interest bearing warrants.

The college will continue to react to the needs of the population being served by creating alternatives for major emphasis in business degrees and culinary arts programs. These actions reflect no additional costs. In areas of high technology, Indian Hills Community College will be initiating programs in bio-technological processing and plastics which have high employability opportunities in this geographical region. High cost equipment has been secured through partnership with the private sector and will be of the latest generation. Staffing costs are going to be an additional burden until enrollments reflect self-supporting programs.

Indian Hills Community College expects a significant fund balance impact that will be caused by two extensive projects. While equipment grants were received to assist in construction of a video training conference center, non-recurring expenses will be absorbed by fund balances. Currently, the college has a unrestricted fund balance representing close to six weeks operating cost. The second project to broaden Indian Hills Community College service base is the initial start-up cost for extension centers, a physical presence in outlying communities.

The college has embarked on the efforts of improved instructional and administrative information flow by procuring new mainframes with accompanying software programs. The networking capabilities are to permit the students and the college to remain current in technology standards. Fiber optics and Internet are additional enhancements that will be utilized more fully.

Utility costs continue to be a concern regarding uncertainty of rates. We presently have Iowa Communication Network costs continuing to accelerate while grants to accomplish expansions and operations are winding down. Federal revenues for disadvantaged student-support programs continue to decline while demand for services is escalating. Indian Hills Community College remains at the lowest valuation base among the community colleges causing a significant problem of equitable monies available for general fund or plant fund expenditures. This issue was yet another reason for tuition adjustment that placed additional burden on those who can least afford more charges.

No immediate plans exist for changes in leadership, organization, or infra-structure that will impact the college's ability to pursue the goals of its strategic plan.

Southeastern Community College

Southeastern Community College has been impacted by an enrollment decline which is in its third year. Enrollments for Fiscal 96 have declined approximately 3.9% in terms of credit hours from FY 95. The resulting 3.9% decline in credit tuition revenue amounts to $120,000.

Enrollment declines at Southeastern Community College have led to substantial declines in fund balances for the past two years. The budget for FY 96 was balanced while anticipating a decline in enrollment. It is our belief that operating results for Fiscal 96 will be much more positive than the operating results were for Fiscal 95.

The receipt of fourth quarter General Aid payment by June 30, 1995 tremendously improved the cash position of Southeastern Community College for the fiscal year end, as well as through the months of July and August of 1995. Southeastern Community College was able to operate through the Summer of 1995 without the need to borrow operating funds. The effect of the currentness of General Aid payments cannot be overstated as far as its impact of Southeastern Community College.

Monthly processing of General Aid has also remarkably improved the cash flow position of Southeastern Community College for Fiscal 96. The College was able to operate until the month of December 1995 with no need to borrow operating dollars and that borrowing in December 1995 was nominal compared to amounts for prior years.

In regard to leadership and organization, Southeastern Community College has implemented new positions of Arts & Science Leader and Voc-Tech Leader. These leaders are members of the faculty who have applied for and been assigned administrative duties in addition to their teaching loads in an attempt to reduce the control span of the Dean of Instruction.

During FY 95, Southeastern Community College was fortunate to pass a bond referendum allowing for the issuance of approximately $4.5 million dollars of General Obligation Bonds. The proceeds of these bonds have been and currently are being expended on re-siding and re-insulating Callison Hall on the West Burlington campus, replacing the current "C" Building at the Keokuk campus with a new building, constructing an addition to the 200 Building on the North Campus, assisting Southeastern Community College in achieving compliance with the Americans with Disabilities Act, and numerous miscellaneous remodeling projects on the North Campus, as well as all equipment required for each remodeling or new construction.

Southeastern Community College has implemented, in Fiscal 96, the following new programs: Associate of Applied Science in Office Technology and a shared program in Health Occupations. Southeastern Community College has also received approval for an Associate of Applied Science in a Construction Technology Program.

F. ANALYSIS, OBSERVATIONS, AND TRENDS

During the period of 1993-1995 there has been an improvement in community college general fund balances to reflect a statewide percentage of 7.73% of expenditures. This does not meet the Department of Education's suggested goal of at least 8% or higher for a general fund balance at any Iowa community college. The suggested 8% balance is a minimum balance that would cover at least one month's expenditures. A decrease in fund balances from 1994 of 2.87% is of concern and requires further study to determine specific factors (revenues or expenditures) that are impacting operations to the degree that colleges are having to operate on a small fund balance.

Colleges with general fund balances below the state wide average of 7.73 % include:

Northeast Iowa Community College (4.99%)
During the period of 1993-1995 Northeast has indicated an increase in the fund balance and projects a small growth. Concerns noted in the college narrative indicate state revenues have increased but expenditures in areas of technology, utilities, and salaries and benefits increase at a higher percentage.

Northwest Iowa Community College (3.94%)
Northwest has seen a slight reduction in the fund balance from 1994. As noted in the college's narrative, they have experienced a reduction in federal revenue, lost the machinery and equipment valuation out of the $.2025 mill levy, and the property tax valuation has been reduced. The present 3.94% is not an adequate fund balance and the college indicates their goal of obtaining a fund balance of at least 10% in the future.

Iowa Central Community College (4.62%)
There has been a 30% decrease in the fund balance from 1994. In the narrative section of this report, Iowa Central did indicate some unforeseen expenditures for 1994 and 1995 which may have had an impact on the fund balance.

Iowa Valley Community College District (5.10%)
Although still below 7%, IVCCD has consistently increased its fund balance each year since 1991. The college has significantly improved from when the fund balance was in deficit.

Kirkwood Community College (6.12%)
Although below 7%, Kirkwood has consistently increased its fund balance and does indicate a positive increase from 1993 to the 1995 budget.

Western Iowa Tech Community College (6.18%)
The 1995 fund balance is below state average, but the college does indicate increases in the fund balance each year and is projecting steady growth in enrollment which not only increases tuition revenue, but also increases expenditures in services, salaries, etc.

Southwestern Community College (6.41%)
Facing an enrollment decline and other factors, it has been hard to increase the fund balance. As noted in the college narrative section, this gives the college less than one month's expenses-not an adequate reserve. There is a plan to increase the fund balance for the next year.

Southeastern Community College (4.41%)
Southeastern Community College has seen a substantial decline in fund balances for the past two years; a 32.14% decrease from 1994-95. Southeastern Community College indicates a decline in enrollment for three years--directly impacting tuition revenue. The college plans for an increase in the fund balance for the next year.

An adequate general fund balance should be equal to at least one month's operating costs. As indicated above, a few colleges are at or nearing that point. All colleges are making efforts to improve their operations and to increase their general fund balances. When the burden of supporting new programs or a new building, it is increasingly more challenging to secure and maintain a fairly large general fund balance.

In the **Higher Ed Management Newsletter** (May 1994 issue) Kemper and Raphael reported on underlying concepts of financial equilibrium which included:

- Current revenues should equal or exceed current expenses,
- Revenues should grow at least as fast as expenditures,
- The value of institution investment capital should be increased and at least preserved,
- The value of an institution's physical plant should also be increased and at least preserved,
- And appropriate investments should be made in human capital (competitive salary and benefits).

Revenue Growth

Since the creation of the Iowa community college system, there have been four major sources of revenue:

- State Support
- Federal Support
- Local Property Tax
- Tuition and Fees

State Support

The state general aid appropriation is presently based on the ability of the General Assembly to appropriate adequate funding. When news media reports indicate community colleges have received a certain percentage increase in appropriations from the previous year, citizens may assume the colleges have received a revenue increase of that percentage in their total college operational revenue. This is not the case. The reported percentage increase of state general aid is **only an increase from the previous year's allocation of state general aid and is not an increase in the colleges' total revenues.** In order to achieve that percent of increase for the entire operating expenditures, the college would have to receive continued increases in all sources of support, which is seldom the case. Thus, since state general aid is approximately half of the colleges' total revenues, a 4% increase in state general aid would constitute a 2% increase in revenues (given no increase in other revenues sources such as local taxes and tuition). This is an important distinction to understand since state appropriations made to elementary and secondary schools takes into account their total budget. State general aid to the community colleges represents only about half of community colleges' total revenue (see **Appendix B**).

The initiation of the monthly state general aid payments has been an improvement over previous years by increasing the college cash flow and reducing possible expenditures that would occur when borrowing funds. Most colleges noted this as a benefit in their narratives.

Federal Support

The colleges receive federal vocational funding based on the number of vocational Pell grant recipients enrolled in vocational courses. They also receive funds from other federal sources. As noted in statewide totals (**Table 2**, Page 25), federal aid has decreased 6.54% since 1993. Current federal funding turmoil indicates this will probably continue to decrease.

Local Property Tax

Revenues from local property tax is a critical component of college revenue for increasing and preserving the physical and human factors of a college. Since property values vary across the state, the amount of revenue received by each college from this source is not the same. If tax levies are not passed, there is no revenue available for increasing the value of the physical capital of the institution. Local tax levies, as noted in the college narratives and verified by statewide data, are stable and are not substantially increasing. Concern was noted in the college narratives for preserving and improving the physical infrastructure of the colleges. Many of the buildings are over twenty years of age and require expensive maintenance and upkeep.

Tuition and Fees

Increasing tuition and fees is the most direct means available to the local Board of Directors in adjusting the college financial needs. As **Table 2,** Page 25 relects, tuition and fees make up over 33% of the college revenues. There has been a steady increase in tuition and fee revenues over the years (see **Appendix C**).

State aid, tax levies and other sources of funds at the present time do not adequately cover the rise in costs of a quality education and the need to serve more and more students. Students should be able to obtain a quality education at a community college that has adequate facilities with current technology and appropriate funding to supply education in a variety of delivery formats.

Colleges have seen a positive improvement in their cash flow due to monthly state aid payments. Several have increased their tuition and or fees to cover necessary expenditures. Most colleges indicate a need to plan funding for infrastructure needs of the college. The need to acquire adequate funds to meet the educational demands of the public will continue to be a challenge for community college staff.

In conclusion, the Iowa community college staff appear to be managing finances as well as can be expected with a limited increase in revenues. There is a strong indication of concern on the part of community colleges that have a general fund balance of less than 8% of their expenditures. This indicates revenue is not growing as fast as expenditures. The Iowa community college system is not "healthy" until all its members have adequate revenue to improve their general fund balances and increase the physical and human capital at each institution.

GLOSSARY OF TERMS

Fiscal Year	Operational time period which is from July 1 to June 30 for the community colleges.

Accounting Funds

General Fund	The general fund is available for any legally authorized purpose and is, therefore, used to account for revenue and expenditures for activities not provided for in other funds. The general fund consists of the unrestricted fund and the restricted fund.
Unrestricted Fund 1	The unrestricted fund (fund 1) is to include the organizational units to be financed and are directly concerned with the operation of and support of the educational program as a whole--with the only restrictions are those imposed by the budget.
Restricted Fund 2	The restricted fund (fund 2) is used to account for resources that are available for the operation and support of the educational program, but which are restricted as to their use by an outside agency or person.
Combined Funds 1 and 2	The total of fund 1 plus fund 2 (unrestricted and restricted funds).
Auxiliary Fund 3	Fund 3 (Auxiliary fund) is used to record resources received, held and disbursed by an institution over which the institution has determination as to the nature and degree of receipts and expenditures.
Agency Fund 4	Fund 4 (Agency fund) records resources received, held and disbursed by a college as a fiscal agent for others. Revenue and expenditures should not be included as college revenue or expenditures and should be reported separately.
Scholarship Fund 5	Scholarship fund (fund 5) contain resources identified as: (1) those funds available for awards to students but are not in payment for services rendered to the institution and do not require repayment. (2) Off-campus workstudy shall be reported in this fund, but on-campus workstudy should not be; it should be reported in the fund which received the benefit of the workstudy student.

Loan Fund 6	Loan funds (fund 6) are those whose principle is loanable to needy students through interest bearing loans.
Plant Fund	Plant funds (fund 7) include several sub-funds such as the unexpended plant sub-fund, the debt service sub-fund, investment in plant sub-fund and the voted tax sub-fund. All revenue and expenditures contained in these sub-funds relate to the historical or current cost of land, buildings, etc. and their upkeep and operation.
Endowment 8	Endowment funds (fund 8) are those resources, the principal of which shall be maintained inviolate to conform with restrictions placed thereon by the donor or other outside agency. Generally, only the income from these funds may be used and the net income from endowment fund investments should not be reported as transactions of the endowment fund group but should be reported directly in the fund group from which such income will be expended.
Accounting Functions (within Fund 1 and 2)	Liberal Arts and Sciences Education, Vocational Technical Education, General Adult Education, Cooperative Programs or Services, General Administration, Student Services, Learning Resources, Physical Plant, and General Institution.

Revenue Sources

Unrestricted Fund Balance	The excess of revenue over expenditures from current or preceding years which are available to be spent for any purpose.
Restricted Fund Balance	An excess of revenue over expenditures from current or previous years which must be spent for specific purposes.
Student Fees	Incidental fees collected from students; such as lab, graduation, transcript, and other similar type fees.
Tuition	Tuition charges paid by students for attending classes/programs at an institution.

Local Tax Support	Taxes levied on property in a merged area for specific purposes such as equipment replacement, operations, tort, and other similar activities.
State Support	Revenue received from state sources such as state general aid, state workstudy, and other types of monies from the state treasury.
Federal Support	Revenue categorized as being federal in origin, even though it may pass through on state warrants. Examples are federal vocational aid, special needs, Titles I, II, III, VI and VII, and similar funds.
Sales and Services	Incidental revenue produced by a sub-group of the institution; such as vending machines, rental of college facilities, bookstore, and other similar activities.
Other Income	Any other miscellaneous income such as interest, gifts/grants or any other source of income not identified in any other area.

Expenditure Categories

Salaries, Related Payroll and Fringe Benefits	A group of expense accounts which relate to the salaries, related payroll, and fringe benefits for employees of the college.
Services	This group of accounts is charged with fees paid for services by persons not on the institution's payroll.
Materials, Supplies and Travel	This category of expenses are identified as materials, supplies, and travel.
Other Current Expenses	Miscellaneous expenses related to operation of the college.
Instructional Equipment	Necessary equipment purchased for use in instructional program or course offered by a college.
Capital Outlay	Purchased equipment, vehicles, library books/films, land, buildings and fixed equipment, other structures and improvements necessary for the operation of an institution.

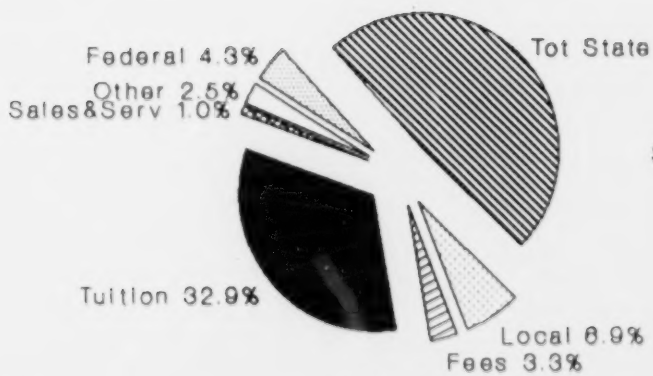
Terms

NACUBO	National Association of College and University Business Officers
AICPA	Association of Independent Certified Public Accountants
GAAP	Generally Adopted Accounting Principles

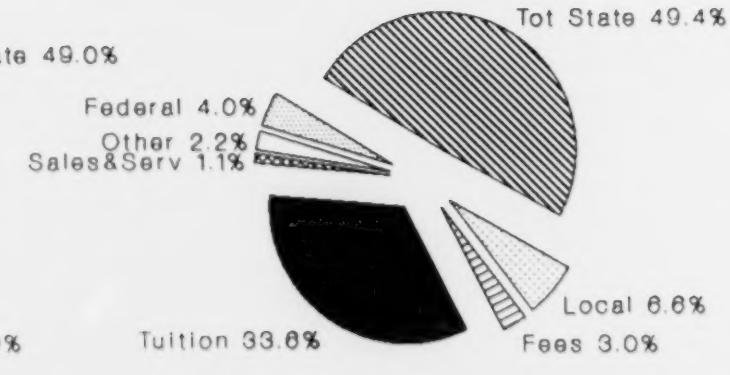
APPENDIX B

REVENUE AND EXPENDITURE SOURCES AND ENROLLMENT

1993-95 Revenue
by source

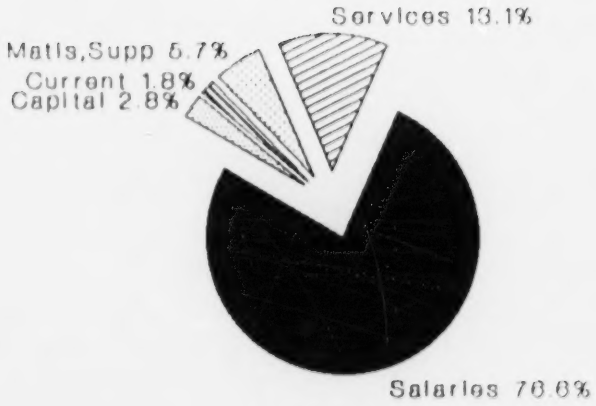


1993



1995

1993-95 Actual Expenditure
by category (95 unaudited)



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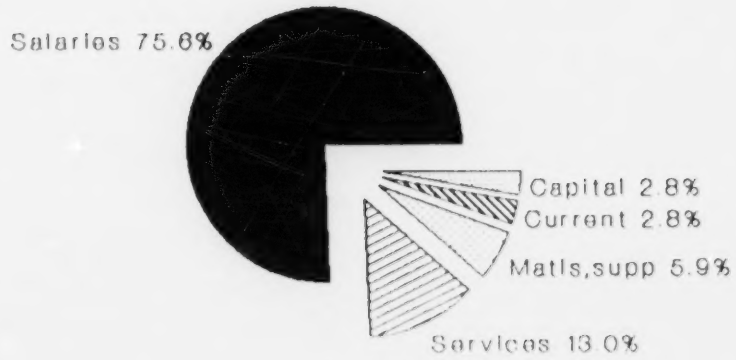
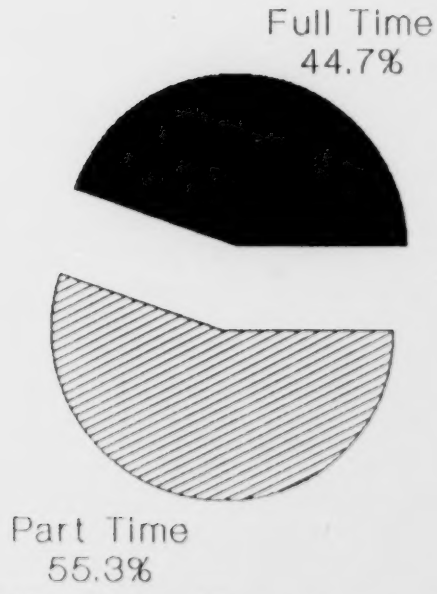


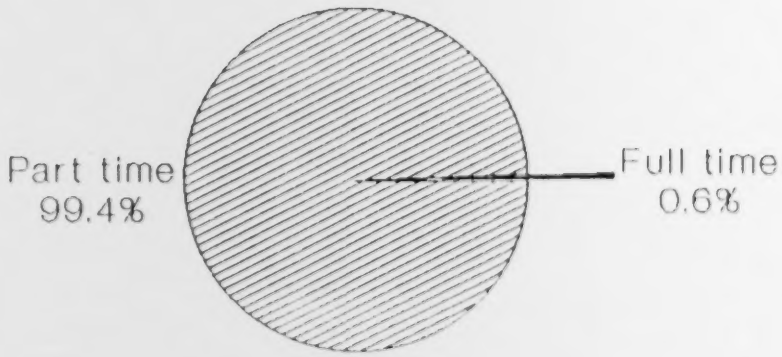
1995

Bureau of Community Colleges

Credit and non credit programs
FY 1993



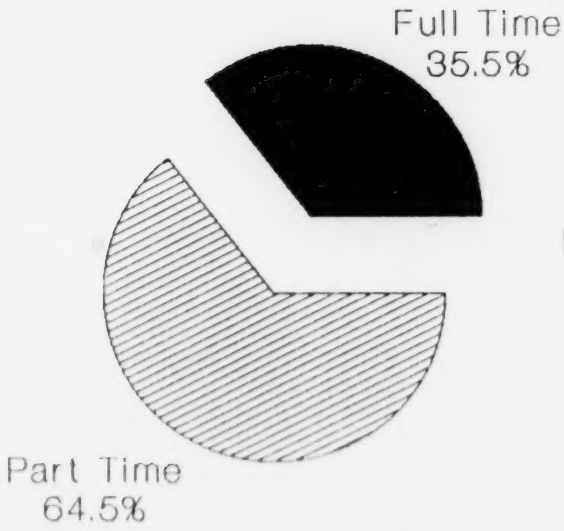
Credit Programs



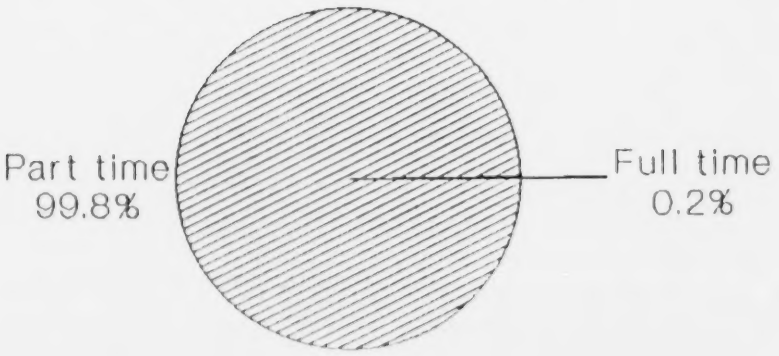
Non Credit Programs

Bureau of Community Colleges

Credit and non credit programs
FY 1994



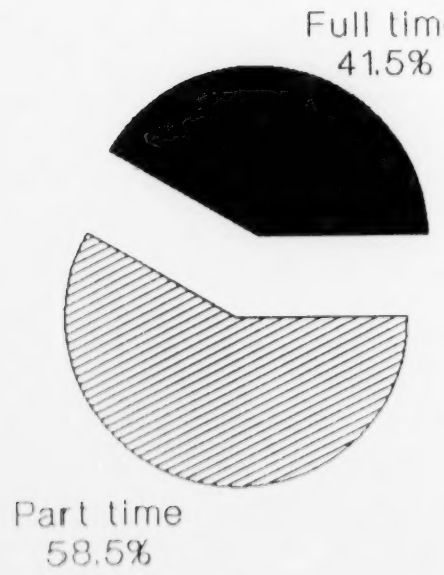
Credit Programs



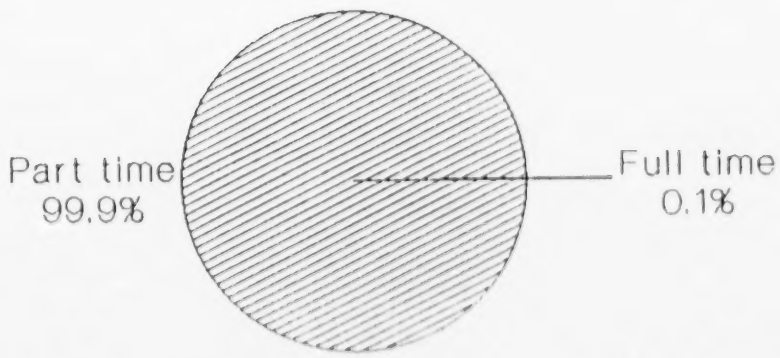
Non Credit Programs

Bureau of Community Colleges

Credit and non credit programs
FY 1995



Credit Programs



Non Credit Programs

Bureau of Community Colleges

APPENDIX C

COMMUNITY COLLEGE TUITION AND FEES

COMMUNITY COLLEGE TUITION AND FEES FOR 1995-96

Resident Tuition
(Arts & Sciences, Vocational, and Adult College Parallel)

Community College	Per Sem Hr	Increase Per Hr		Cap	94-95 Cap	Year 12 Hours	Year 15 hours	Year Maximum
Northeast Iowa	$62.00	$2.00		18		$1,488.00	$1,860.00	$2,232.00
North Iowa Area	$53.55	$2.55		None	16	$1,285.20	$1,606.50	23 (2)
Iowa Lakes	$54.00	$2.00	A&S	None	16	$1,296.00	$1,620.00	A&S 23 (2)
			Voc	18	16			V/T $1944.00
Northwest Iowa	$53.00	$1.00		17	16	$1,272.00	$1,590.00	$1,802.00
Iowa Central	$55.00	($10.00)		None	14	$1,320.00	$1,650.00	22 (2)
Iowa Valley	$58.00	$3.00	A&S	None		$1,392.00	$1,740.00	A&S 21 (2)
			Voc	18				V/T $2088.00
Hawkeye	$64.00	$3.00		None		$1,536.00	$1,920.00	19 (2)
Eastern Iowa	$49.00	$2.00		None		$1,176.00	$1,470.00	25 (2)
Kirkwood	$53.00	$2.00		None		$1,272.00	$1,590.00	26 (2)
Des Moines Area	$48.00	$4.00		None		$1,152.00	$1,440.00	26 (2)
Western Iowa Tech	$55.00	$3.00		None		$1,320.00	$1,650.00	22 (2)
Iowa Western	$61.00	$2.00		18	15-18 (3)	$1,464.00	$1,830.00	$2,196.00
Southwestern	$50.50	$1.00		None		$1,212.00	$1,515.00	24 (2)
Indian Hills (1)	$44.00	$4.00		None		$1,056.00	$1,320.00	28 (2)
Southeastern	$46.50	$2.00		15.5		$1,116.00	$1,395.00	$1,441.50
State Averages	$53.77					$1,290.48	$1,613.10	
Regents	$100.00	$4.54		12		$2,400.00	$2,400.00	$2,400.00

Non-Resident Tuition
(Arts & Sciences, Vocational, and Adult College Parallel)

Community College	Per Sem Hr	Increase Per Hr		Cap	94-95 Cap	Year 12 Hours	Year 15 hours	Year Maximum
Northeast Iowa	$124.00	$4.00		18		$2,976.00	$3,720.00	$4,464.00
North Iowa Area	$80.35	$3.85		None	16	$1,928.40	$2,410.50	N.A.
Iowa Lakes	$90.00	$3.00	A&S	None	16	$2,160.00	$2,700.00	N.A.
			Voc	18	16			$3,240.00
Northwest Iowa	$79.50	$1.50		17	16	$1,908.00	$2,385.00	$2,703.00
Iowa Central	$82.50	($14.50)		None	14	$1,980.00	$2,475.00	N.A.
Iowa Valley	$116.00	$6.00	A&S	None		$2,784.00	$3,480.00	N.A.
			Voc	18				$4,176.00
Hawkeye	$128.00	$6.00		None		$3,072.00	$3,840.00	N.A.
Eastern Iowa	$73.50	$3.00		None		$1,764.00	$2,205.00	N.A.
Kirkwood	$106.00	$4.00		None		$2,544.00	$3,180.00	N.A.
Des Moines Area	$96.00	$8.00		None		$2,304.00	$2,880.00	N.A.
Western Iowa Tech	$110.00	$6.00		None		$2,640.00	$3,300.00	N.A.
Iowa Western	$91.50	$3.00		18	15-18 (3)	$2,196.00	$2,745.00	N.A.
Southwestern	$75.75	$3.75		None		$1,818.00	$2,272.50	N.A.
Indian Hills (1)	$66.00	$6.00		None		$1,584.00	$1,980.00	N.A.
Southeastern	$69.75	$3.00		15.5		$1,674.00	$2,092.50	$2,162.25
State Averages	$92.59					$2,222.16	$2,777.70	

(1) Semester credits for three 12 week terms. 8 credits per term equals 12 per semester. (10/term equals 15/sem.)
(2) Credit hours at which the equivalent regent university tuition is exceeded.
(3) Cap for 1994-95 was a 15 - 18 credit hour window, with per hour charges resuming at 19 hours.

Iowa Department of Education
Bureau of Community Colleges

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COMMUNITY COLLEGE TUITION AND FEES FOR 1995-96

Tuition/Fees for Adults in Selected Adult Education Programs
(Per contact hour unless otherwise specified.)

Community College	Adult & Continuing Eligible Cost	Increase	Adult & Continuing Non-Eligible Cost	Increase	Career Supplementary Cost	Increase	Diploma Cost		Increase
Northeast Iowa	$1.50		$1.50		$1.50		$80.00	/Credit	
North Iowa Area	$2.50	$0.10	$2.50	$0.10	$2.50	$0.10			
Iowa Lakes	$2.50	$0.40	$2.50	$0.40	$2.50	$0.40	$50.00	/Credit	
Northwest Iowa	$2.25	$0.25	$2.25	$0.25	$2.25	$0.25	$53.00	/Credit	$1.00
Iowa Central	$2.20	$0.20	$2.20	$0.20	$2.50	$0.25	$60.00	/Course	$2.00
Iowa Valley	$2.75	$0.45	$2.75	$0.45	$2.75	$0.45			
Hawkeye	$2.50	$0.25	$2.50	$0.25	$2.50	$0.25	$65.00	/Credit	$10.00
Eastern Iowa	$1.70		$1.70		$1.70				
Kirkwood	$2.30	$0.10	$2.30	$0.10	$2.30	$0.10			
Des Moines Area	$3.20	$0.25	$2.00		$3.20	$0.25	$50.00	/Course	
Western Iowa Tech	$2.25	$0.15	$2.25	$0.15	$2.25	$0.25	$45.00	/Course	$2.00
Iowa Western	$2.50		$2.50		$3.50		$35.00	/Class	
Southwestern	$2.75	$0.25	$3.50	$0.25	Varies		$2.00		
Indian Hills	$2.00		$2.00		$2.00		$75.00	/Course	
Southeastern	$1.90	$0.10	$2.85	$0.15	$2.25	$0.10	$1.70		$0.10
							$3.40	(Non-Res)	$0.15

Other Fees

Community College	Service	Per	Fees Included	Cap	Activity	Per	Cap	Appli-cation	Grad-uation
Northeast Iowa	$8.25	Sem Hr	All Fees	None					
North Iowa Area					$2.20	/Sem Hr	None		$25.00
Iowa Lakes	$9.00	Semester	Processing		$2.25	/Sem Hr	$28.00		
	$5.50	Sem Hr	Comprehensive	A/S None					
				Voc 18					
Northwest Iowa					$1.50	/Sem Hr	None	$10.00	$25.00
Iowa Central	$8.25	Sem Hr		None					$20.00
Iowa Valley M'town					$2.50	/Sem Hr	15	$25.00	$25.00
Ellsworth					$6.50	/hr over 5	12	$25.00	$25.00
Hawkeye	$4.00	Sem Hr	All Fees	None	$1.50	/Sem Hr	None		
Eastern Iowa					$2.50	/Sem Hr	None		
Kirkwood									
Des Moines Area	$6.40	Sem Hr		None					
Non-Credit	$0.20	Contact Hr		None					
Western Iowa Tech								$10.00	
Iowa Western	$6.00	Sem Hr	All Regular	18					$20.00
Southwestern	$9.00	Sem Hr		None					
Indian Hills (1)	$2.75	Sem Hr	Adm. Ins. Grad	None	$1.75	/Sem Hr	None		
Southeastern	$4.00	Sem Hr	All but Activity	15.5	$1.50	/Sem Hr	12		

(1) Semester credits for three 12 week terms during the school year

Iowa Department of Education
Bureau of Community Colleges

COMMUNITY COLLEGE TUITION AND FEES FOR 1995-96

Room, Board, and Other Fees

Community College	Transcripts, Each	Room	Board		Laboratory/ Materials	Cap
Northeast Iowa	$2.00					
North Iowa Area	$2.00	$1,416.00	Included	/Sem (2)	$3.85 /Sem Hr	None
Iowa Lakes	$2.00 after 1st	$565-$585	$535 - $620	/Sem (3)		
Northwest Iowa	$2.00	$850.00		/Sem (4)	$4-$10 /Sem Hr	None
Iowa Central		$1,225.00	$1,635.00	/Year (2)		
Iowa Valley	$4.00 after 1st	$843.00	$675.00	/Sem	$8.00 /Sem Hr	None
Hawkeye						
Eastern Iowa					$3.00 /Sem Hr	None
Kirkwood						
Des Moines Area	$1.00 Overnight					
	$3.00 On Demand					
	$5.00 FAX					
Western Iowa Tech	$4.00	$750 - $2,142		/Sem (5)	$15.00 /Transaction	
Iowa Western	$1.00	$700 - $750		/Sem (6)		
Southwestern	$3.00	$1,380.00	Included	/Sem		
Indian Hills (1)		$400.00	$305 - $500	/Term (7)	$1.50 /Sem Hr	None
Southeastern		$750.00	$550.00	/Sem		

Other Fees Reported

Community College	Amount	Description	
Northeast Iowa	$10.00		Late Registration
	$10.00	/Change	Course Change
North Iowa Area	$5.00	/Change	Drop Add
	$6.60	/Term	Registration
Iowa Lakes			
Northwest Iowa	$10.00		Late Registration
	$0.75	/Sem Hr	Registration
Iowa Central	$50.00		Late Registration
Iowa Valley	$20.00		Loan Processing
	$10.00		Late Loan Payment
	$30.00	For 6+ Hrs	Registration
	$5.00		Add/Drop
Hawkeye	$3.00	/Sem Hr	Computer
Eastern Iowa			
Kirkwood	$7.00		Kirkwood Loan Processing
Des Moines Area	$100.00	/Course	Music
	$30.00	/Course	TV
	$100.00		International Student
Western Iowa Tech	$5.00	/Sem Hr	Matriculation
Iowa Western	$15.00		Matriculation
Southwestern			
Indian Hills (1)			
Southeastern			

(1) Semester credits for three 12 week terms during the school year.
(2) Nineteen Meals per week.
(3) Two - Three meals per day
(4) Apartment
(5) Two Bedroom: $750 Single, $2,142 Family. One Bedroom: $970 Single, $1,930 Family
(6) Dormitory - Apartment
(7) Eight - Fourteen Meals per Week

Iowa Department of Education
Bureau of Community Colleges